



Civic Centre,
Arnot Hill Park,
Arnold,
Nottinghamshire,
NG5 6LU

Agenda

Overview and Scrutiny Committee

Date: **Monday 20 July 2020**

Time: **2.00 pm**

Place: **Virtual Meeting**

For any further information please contact:

Helen Lee

Democratic Services Officer

0115 901 3894

Overview and Scrutiny Committee

Membership

Chair	Councillor Liz Clunie
Vice-Chair	Councillor Paul Feeney
	Councillor Sandra Barnes
	Councillor Michael Boyle
	Councillor Jim Creamer
	Councillor Rachael Ellis
	Councillor Andrew Ellwood
	Councillor Mike Hope
	Councillor Simon Murray
	Councillor Marje Paling
	Councillor Martin Smith
	Councillor Sam Smith
	Councillor Jennifer Thomas

WEBCASTING NOTICE

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MINUTES OVERVIEW AND SCRUTINY COMMITTEE

Monday 9 March 2020

Councillor Liz Clunie (Chair)

Councillor Paul Feeney	Councillor Mike Hope
Councillor Sandra Barnes	Councillor Marje Paling
Councillor Michael Boyle	Councillor Martin Smith
Councillor Rachael Ellis	Councillor Sam Smith
Councillor Andrew Ellwood	Councillor Jennifer Thomas

Apologies for absence: Councillor Simon Murray

Officers in Attendance: H Barrington, A Ball, K Nealon, J Davies and H Lee

Guests in Attendance P Barnes and J Hollingsworth

80 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS.

Apologies for absence were received from Councillor Murray.

81 TO APPROVE, AS A CORRECT RECORD, THE MINUTES OF THE MEETING HELD ON 20 JANUARY 2020

RESOLVED:

That the minutes of the above meeting, having been circulated, be approved as a correct record.

82 DECLARATION OF INTERESTS.

None.

83 PROGRAMME OF PORTFOLIO HOLDER ATTENDANCE.

Councillors Hollingsworth and P Barnes attended the committee to discuss areas of responsibility and activity in their portfolios.

Councillor Hollingsworth answered the questions that she had received in advance of the meeting. During discussion the following points were highlighted

- Members were informed that in 2019 there was a feasibility study into various tram extensions including one using the mineral line, the findings of this report are being reviewed and next steps are being

discussed with the City and County Councils regarding work with the Transforming Cities funding through the Metro Strategy.

- There are not a large amount of available brownfield sites in the borough, the Housing Delivery Action Plan is used to encourage developers to build on them.
- Arnold market is governed by the market licence which does not permit changes to its location. The Town Centre Manager is looking at vacancy rates for Arnold Town Centre and engaging with traders to understand the issues that affect footfall.
- National Planning Policy would have to be amended if it was going to be stipulated that all new houses in the borough have to be built with solar panels.

Councillor Barnes then discussed the questions he had received in advance of the meeting. In answer to the questions he explained:

- That replacement of vehicles is a long term commitment, however even if all the fleet was electric some of the topography of the borough is not suitable for electric vehicles.
- The money available for Carbon Reduction Initiatives has only just been granted and currently there are no specific plans in place as to how it will be utilised.
- Environmental grant funding, S106 and CIL monies from developers remains the most successful way to improve the borough's parks and play areas.
- Unadopted footpaths are not owned by the Council and therefore it does not have responsibility for weed spraying or clearing litter. If requested, however, this can be undertaken, but not on a regular basis.
- Contamination of recycling collections was an issue and the information and strategies to encourage better recycling practices were discussed.

The Members were informed that Councillor Clarke and Payne would be attending the next committee and they would be contacted with a request for questions and areas for discussion.

RESOLVED:

- To thank Councillor Hollingsworth and Councillor P Barnes for their attendance; and
- Note the information;

Councillor Ellwood joined the meeting at 6.00pm.
Councillor Thompson left the meeting at 6.40pm.

The Assistant Director - Finance introduced a report, which had been circulated in advance of the meeting explaining the purpose of the Corporate Risk Management Scorecard. The purpose of the Framework is to define how risks are managed by the Council, it provides guidance on the processes, procedures, roles and responsibilities for risk, and it sets out the context on how risks are managed. The Audit Committee has a role in considering this data and provides independent assurance to the Council with regard to the effectiveness of the risk management framework and associated control environment. This includes monitoring of the framework and ensuring the implementation of all audit actions.

It was explained that it was not the role of the committee to duplicate the role of the Audit Committee when considering this data, and that it would be provided going forward as a data source to be used when developing the Overview and Scrutiny work programme. This data would be presented in report form following its submission to the Audit Committee. During discussion it was agreed that information regarding any risks that the Audit Committee highlighted, or about which they had requested additional information, should be included in the report.

RESOLVED:

- To note the progress of actions identifies in the Corporate Risk register; and
- That when receiving the information regarding the Risk Register concerns identified by the Audit Committee would be included.

85

GEDLING SATISFACTION SURVEY 2019

The Director of Organisational Development and Democratic Services introduced a report, which had been circulated in advance of the meeting summarising the results of the Gedling Satisfaction Survey 2019. Members were given a presentation which outlined the results of the survey. It was explained that that the results of the survey, in particular the views of residents about what is most important to them and services most in need of improvement, should be considered when developing the work programme for the upcoming year.

RESOLVED:

- To note the results of the survey; and
- Use the data when developing its work programme for the upcoming year.

86

COUNCIL PLAN 2019/20: OVERVIEW OF QUARTER 3

The Director of Organisational development and Democratic Services introduced a report, which had been circulated in advance of the meeting summarising performance as at the end of Quarter 3 of the financial year.

RESOLVED:

To note the progress off indicators against actions and performance indicators in the 2019/2020 Gedling Plan at the end of Quarter 3.

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SCRUTINY WORK PROGRAMME

INFORMATION REQUESTED AT THE SEPTEMBER COMMITTEE

Revenue Section Complaints

Members noted the information.

SCRUTINY WORKING GROUPS

- **Executive Scrutiny protocol**
- **Economic Development – the opportunity to intervene**

Both these reports were approved by the Committee for submission to Cabinet for a response.

- **Housing Allocations Policy**

Members were updated on the briefing that members had attended.

- **Flooding**

It was agreed that that a working group should be established as soon as possible to undertake a review of flooding issues in the borough.

SCRUTINY IN COMMITTEE

The scrutiny work programme and the Forward Plan were noted.

RESOLVED to:

- Note the information update
- Agree the Executive Scrutiny Protocol and the Economic Development Reports
- Establish a working group to examine flooding issues in the borough
- Note the work programme and Forward Plan.

88

REPORTS AND NOTICES RECEIVED BY THE CHAIR OF OVERVIEW AND SCRUTINY COMMITTEE AS REQUIRED UNDER

THE CONSTITUTION OR LAW.

Members considered a report that had been circulated in advance of the meeting, which included information on items referred to the chair as required by the constitution.

89 ANY OTHER ITEM WHICH THE CHAIR CONSIDERS URGENT.

None.

The meeting finished at 8.05 pm

Signed by Chair:
Date:

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Report to Overview and Scrutiny Committee

Subject: Gedling Plan Quarter 4 and Year End Performance Report

Date: 20 July 2020

Author: Director of Organisational Development and Democratic Services

Wards Affected

Borough-wide

Purpose

To inform the Overview and Scrutiny of the position against Improvement Actions and Performance Indicators in the 2019/2020 Gedling Plan at the end of quarter 4 and year end.

Key Decision

This is not a key decision.

Recommendation

That the Overview and Scrutiny Committee:

- **Consider, ask questions and identify any actions or indicators that require additional information; and**
- **Note the progress against Actions and Performance Indicators in the 2019/2020 Gedling Plan.**

1 Background

1.1 As usual, comprehensive details about the Gedling Plan can be assessed through the following link on the Council's website:-

<https://www.gedling.gov.uk/council/aboutus/prioritiesplansandperformance/gedlin>

[gplan/](#)

Members are recommended to view this document which reviews actions, indicators and outcomes for quarter 4. They contain explanations of variances from expected performance together with trend arrows for all the performance indicators within the Gedling Plan (note that an upward arrow indicates improved performance, irrespective of whether improvement is represented by a higher or lower value) and progress bars for all Gedling Plan actions showing progress made against project milestones.

- 1.2 The assessment criteria used for actions and indicators is based on red, amber and green traffic light symbols. To be assessed as green performance indicators must be in line with their expected performance at this stage of the year, whilst actions must be on target against the “completed” or “in progress” milestones determined within the performance management system, Pentenna.

2 Proposal

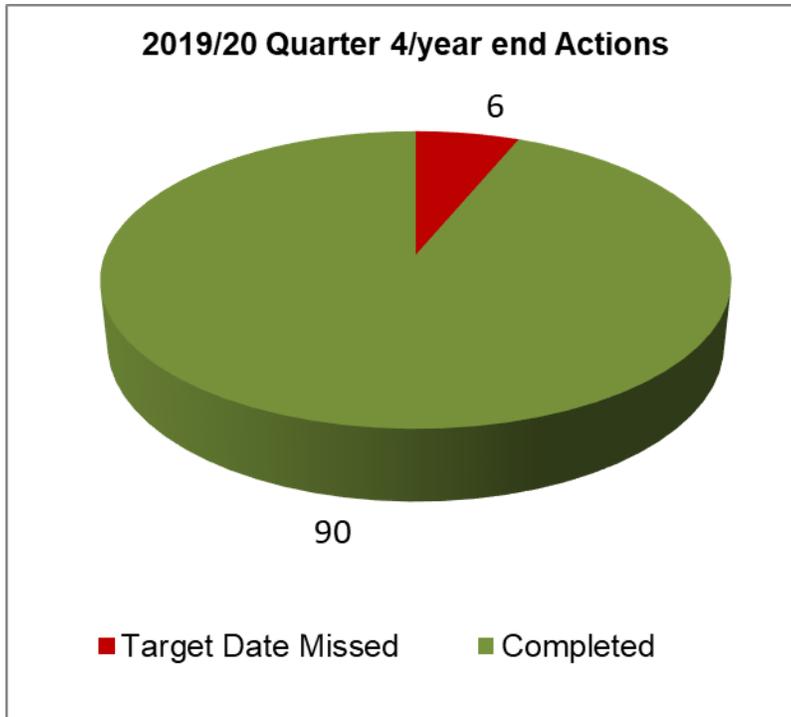
- 2.1 It is proposed that the Overview and Scrutiny Committee note the current Performance Information for the Gedling Plan 2019/20 for quarter 4 and year end as set out below.

2.2 Overall Performance

Overall performance at quarter 4 / year end against the 2019/20 Gedling Plan actions and indicators shows the following:

2.3 Actions

At this stage 6 out of the 96 Gedling Plan actions have not been progressed or completed as expected. This is mainly due to the impact of Covid-19 either due to Officers being redeployed or taking on additional demand and therefore unable to complete the actions.



The actions which were not progressed as expected during the year are:

Establish an interfaith forum – The terms of a protocol which are linked to a wider Equality and Inclusion remit have been agreed. A symposium style event was due to be launched in Spring; however due to other Community Relations work programme pressures and the impact of Covid-19, this was not progressed as expected. This will roll over into the 2020/21 planning cycle and an action relating to continued support to the interfaith forum is included in the Gedling Plan 2020-23.

Deliver the Pride of Gedling Awards – Winners have been agreed and suppliers booked in readiness for the awards evening to take place on 31 March 2020. However the event was cancelled due to Covid-19 restrictions. The event will be re-arranged when current restrictions allow.

Develop a Social Mobility Action Plan - An assessment of national and local social mobility policies, State of Nation data and other relevant data has been undertaken. However, further progress to develop an action plan was not progressed as expected due to the Covid- 19 outbreak. This will roll over into the 2020/21 planning cycle and a number of actions relating to social mobility are included in the Gedling Plan 2020-23.

Develop and implement the procurement and contract management strategy - The Procurement and Contract Management Strategy has been drafted but was not agreed and implemented during 2019/20 due to other work pressures and the impact of Covid-19. It is not included as a specific action in the Gedling Plan 2020-

23, but is expected to be completed in 2020/21.

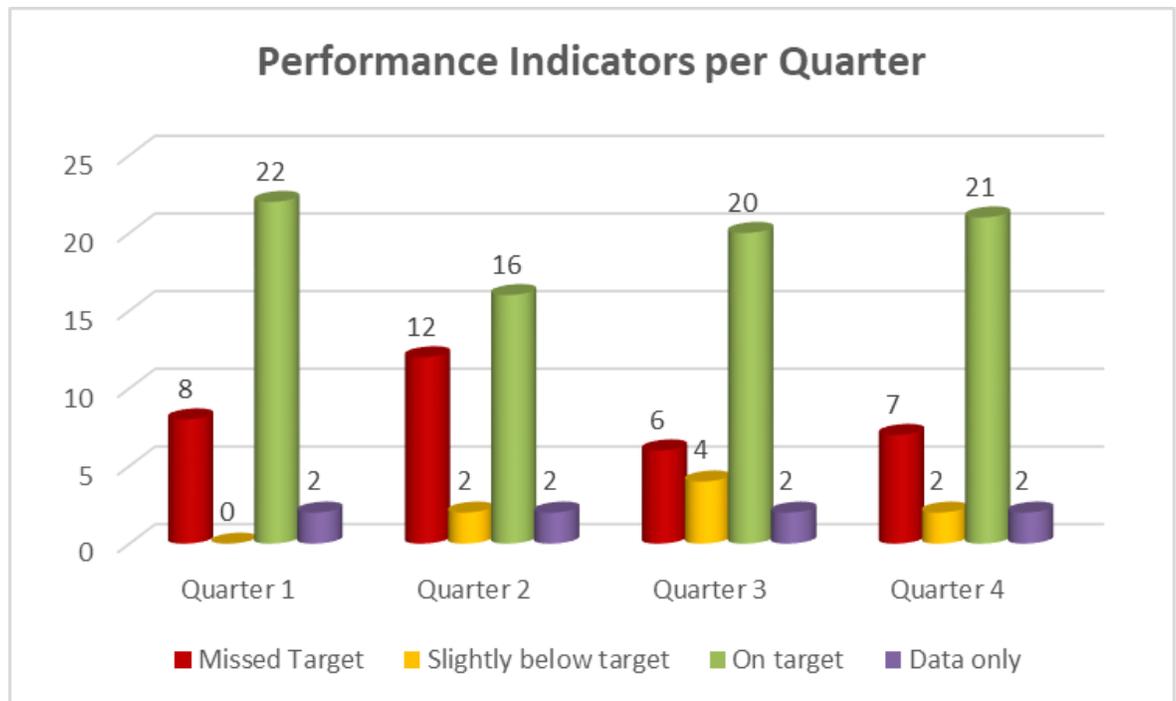
Introduce and implement a Workforce Strategy – Some progress has been made in drafting the Workforce Strategy. However it was not agreed and implemented as expected during 2019/20, due to other work pressures and the impact of Covid-19. It is not included as a specific action in the Gedling Plan 2020-23, but is expected to be completed in 2020/21.

Deliver an Awards ceremony to recognise building and design excellence - Building design and excellence is recognised through an annual regional event run by LABC, which Gedling is part of. An event specific to Gedling would increase costs and add no further value, therefore it is not proposed to progress this further in 2020/21.

2.4 Indicators

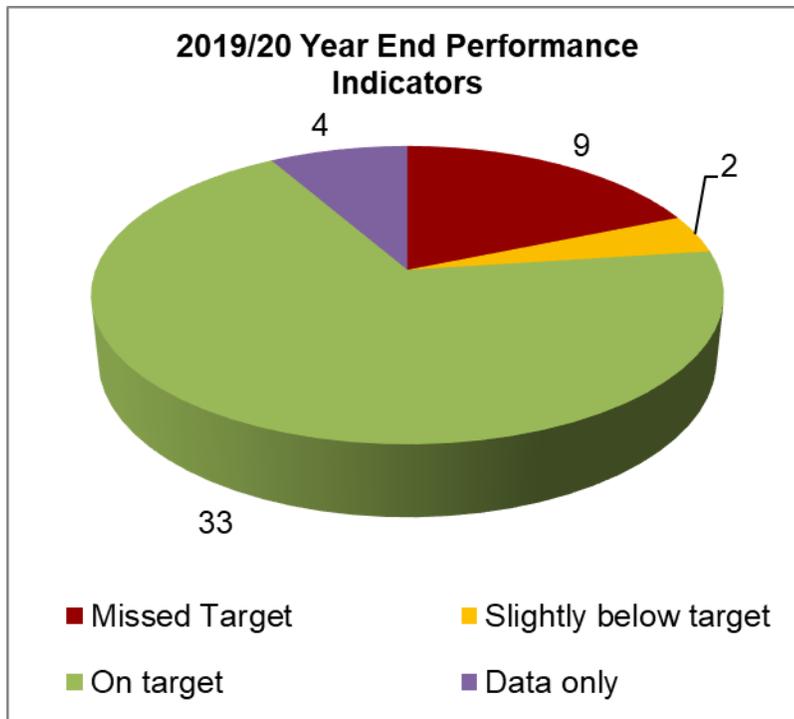
Quarter 4

The following table shows the status of performance indicators appropriate for quarterly monitoring for each quarter throughout the year. During quarter 4, 21 of the 32 performance indicators that are appropriate for quarterly monitoring met or exceeded target and of the remaining two were slightly below target and seven indicators missed their target. Two are tracking only indicators.



Year end

In addition to the performance indicators which are monitored on a quarterly basis, there are a number of indicators which are reported on an annual basis. The diagram below shows the performance position at the end of the year in respect of all 48 indicators included in the Gedling Plan. Overall performance is good with 35 of the indicators on target or slightly below target and 9 behind target. Four are tracking only indicators.



2.5 Examples of particularly positive performance over the year include:

- Number of attendances at Bonington Theatre – High levels of performance are being maintained with 58,818 attendances against a target of 44,600.
- Average time to process new Housing Benefit claims (in calendar days) – finishing the year with an average of 12.2 days against 13 days and a reduction from previous year.
- Percentage of calls to the contact centre answered (or call back made) - 12 month rolling total – Currently stands at 96.3% in comparison to target of 92%.
- Percentage of customers seen within 15 minutes – 94.4% of customers are seen within 15 minutes against target of 85%.

- Number of Keep Me Posted email newsletter subscribers – This has risen to 30,145 subscribers against anticipated target of 18,000.
- Percentage of Major planning applications processed within 13 weeks – 100% processed within 13 weeks against a target of 90%.
- Number of school-age work experience placements hosted in Gedling Borough Council in partnership with YouNG (and Economic Development) – Finished the year with 16 placements against an annual target of 6.
- Number of garden waste customers – The number continues to grow with nearly 16,500 customers, exceeding target by 1,300.
- Percentage of food premises scoring 4 or 5 in the national food hygiene rating scheme – 96% against a target of 90% target.
- Average number of Swim School Members (12 month rolling period) – Average number is 2,624 against target of 2,500.

2.6 The following performance indicators missed their target at the end of the year and are worthy of note. However from a Senior Leadership Team perspective there are no specific performance concerns to raise.

Housing needs and welfare support

The average length of time spent in temporary accommodation (in weeks) is 23.7 weeks against a target of 8 weeks.

The lack of move on property continues to have a direct impact on the overall length of stay in temporary accommodation. An all-time low of just 125 general needs properties were advertised during 2019/20. The Allocation Policy has been re-written to partly address this issue and is due for roll out later this year. Also there are numerous large developments that also were due for completion which would have provided valuable move on affordable accommodation. This area remains a high priority for the Housing Needs Team and is continually being reviewed.

Housing

The number of net additional new homes for this year was 360 which was lower than the 480 anticipated. While the target was missed this represents a significant improvement in delivery when compared against previous years. Following the publication of the Housing Delivery Test results in February 2019 a Housing Delivery Action Plan was published in August 2019 which set out a range of actions to help increase completions. Discussions are ongoing with developers and

landowners through the regular developers' forum meetings and in conjunction with other Greater Nottingham authorities (via the Housing Delivery Workshop) to understand constraints to delivery and identify potential solutions.

The number of affordable homes delivered just missed the annual target of 18 properties by 2 properties. This is due to the slightly slower delivery rate at Chase Farm development than expected (these properties have been completed but went into the next financial year). There is now a steady pipeline of housing sites coming forward, which will be delivering affordable properties (through s106 agreements), as the Local Plan allocations are being brought forward.

Waste

The residual household waste per household (in Kg) and Percentage of household waste sent for reuse and composting have missed their annual targets. The main reason for this is that we are still experiencing a higher than normal volume of rejected loads at the recycling depot due to contamination of recyclables. To improve contamination the Council has introduced a number of initiatives in partnership with Veolia and other districts in Nottinghamshire including a simpler recycling information leaflet and clearer information on the bin calendars. We continually promote recycling through our social media pages, advertising on waste vehicles, the bin collection calendar distributed to all households, contacts magazine and the bin reminder email service. We also place a sticker on the contaminated bin which inform residents of the reason for non-collection of their recycling bin and to remove the contamination before collection.

2.8 Achievements

Members will recall that Cabinet received a comprehensive report at its meeting on 18 June 2020 setting out the Council's response to the Covid-19 pandemic and the outstanding work of Officers across the whole Council. A separate report has been produced highlighting additional key achievements delivered during quarter 4, focusing on areas where the Council has made a real difference to people's lives. This is attached as Appendix 1 and is available on the Council's website and in hard copy in the Members' Room. The following outcomes are identified for particular attention:

Gedling Youth Council receive prestigious award - The Lord-Lieutenant of Nottinghamshire, Sir John Peace, has accepted the recommendation of his Deputy Lieutenant, to grant Gedling Youth Council his Award for Promoting Voluntary Service. The Lord-Lieutenant wrote to the Youth Council offering congratulations, and thanking them for the magnificent contribution they have made to improve the lives of their members and of the community in which they live.

Certificate of Excellence - In quarter four the Service Manager – Customer Services and Communications was asked to provide a submission to the iESE for recognition of our customer focus within Customer Services. The outbreak of Covid-

19 has delayed the response, however, we were recently informed that we have been awarded a Certificate of Excellence which, in the iESE's words, recognises the work that has been undertaken towards making a difference in the public sector.

The Communications Team have achieved the highest recorded level of positive page leads/main stories in the local newspaper media (doesn't include radio or TV coverage) at 67 pieces in Q4 – the previous high was 56 and the historic target (this indicator is no longer targeted) was 11 per quarter. This has been achieved in a period which has included two significant storms and the Covid-19 outbreak.

Arnold Market Place consultation and town centre events - 10 events were held to support the four week Arnold Market Place public consultation. This included morning and evening events, displays located throughout the town and an on-line survey. We received feedback from over 2000 people.

Free Health and Fitness Memberships for Registered Carers - Gedling Leisure has been running a joint funded initiative in conjunction with east Midlands Carers to provide 12 week free health and fitness membership to registered carers in the borough. Through 19/20 a total of 116 carers have taken up the opportunity with some really positive feedback

Waste Collections – Waste Services provided a free bulky waste collection to residents in January/February 2020.

4 Financial Implications

4.1 There are no financial implications arising out of this report.

5 Legal Implications

5.1 There are no legal implications arising out of this report.

6 Equalities Implications

6.1 There are no equalities implications arising out of this report.

7 Carbon Reduction/Sustainability Implications

7.1 There are no carbon reduction/sustainability implications arising out of this report.

8 Appendices

8.1 Appendix 1 – Examples of Outcomes achieved during Quarter 4 2019/20.

9 Background Papers

9.1 None identified.

10 Reasons for Recommendations

- 10.1 To ensure Members are informed of the performance against the Gedling Plan 2019/20.

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Examples of Achievements and Activities

During

Quarter 4 2019/20

Strong and Dynamic Communities

PROMOTE AND ENCOURAGE PRIDE, GOOD CITIZENSHIP AND PARTICIPATION

Chinese New Year Children's Themed Event in Netherfield -

The Chinese New Year themed event which had been running for ten years in Arnot Hill Park was moved to the St Georges Centre in Netherfield to allow more families from the local area to attend.

The event attracted 164 people (71 adults and 93 children). 33 attended from Netherfield, 21 from Gedling and a further 36 from the Carlton/Mapperley area. There were also 23 attendees from Arnold.

Gedling Play Forum provided a variety of Chinese New Year themed arts and crafts activities with seven of their volunteers attending. Musician Ling Peng attended telling stories, playing an erhu and sharing paper craft activities. A traditional Lion Dance performance was also held in the outdoor area and Netherfield Children's Centre attended offering some low key activities as an opportunity to engage with families about local services.

It was encouraging to see that a good amount of people had attended from the Netherfield area as it was one of the primary aims of the event to engage families locally. A reasonable number of attendees also came from the Arnold area where the event has previously taken place, and a few commented that they had enjoyed the event in the past and were happy to travel to continue attending.

Future planning is considering work with the Confucius Institute at the University of Nottingham to enhance the engagement with Chinese artists and performers at the event and allow participants a greater opportunity to engage with and learn about Chinese culture

Gedling Youth Council receive prestigious award - The Lord-Lieutenant of Nottinghamshire, Sir John Peace, has accepted the recommendation of his Deputy Lieutenant, to grant Gedling Youth Council his Award for Promoting Voluntary Service. The Lord-Lieutenant wrote to the Youth Council offering congratulations, and thanking them for the magnificent contribution they have made to improve the lives of their members and of the community in which they live.

Unfortunately, the planned reception at Caunton Manor on 18 April 2020, when the Lord-Lieutenant was due to present their Award, has been postponed due to Covid-19.

Haywood Road Community Centre - By the end of March the negotiations for a new long-term lease between the Council and Haywood Community Association were almost complete, put on hold due to lockdown. It is anticipated to complete during Quarter 1, 2020/21.

Community Grants Scheme - 51 grants were awarded in quarter 4, with all members grants pots allocated for 2019/20.

Community and Voluntary Sector E-newsletter - Two e-newsletters were circulated in January and March to our community and voluntary sector database.

Articles included:

- Funding News
- Gedling Lotto launch
- Gedling Support Group
- The Core Centre
- SPRING promotion
- Volunteering opportunities for The National Allotment and Garden Trust and Arnold Swimming Club
- Free Hot Desks for Charities
- GBC Services available to support the sector

High Performing Council

IMPROVE THE CUSTOMER EXPERIENCE OF ENGAGING WITH THE COUNCIL

Customer Service Award Finalists - the Customer Service Team were shortlisted for an 'Excellence in Customer Commitment' award with the National Institute of Customer Services. Unfortunately, although the team were finalists, we were not winners. However, the team were one of only very few public sector organisations that had been shortlisted and made it as finalists.

Certificate of Excellence - In quarter four the Service Manager – Customer Services and Communications was asked to provide a submission to the iESE for recognition of our customer focus within Customer Services. The outbreak of Covid-19 has delayed the response, however, we were recently informed that we have been awarded a Certificate of Excellence which, in the iESE's words, recognises the work that has been undertaken towards making a difference in the public sector.

Highest Ever result for Answered Calls - Despite the increased level of customer contact on the telephones as a result of the start of the Covid-19 outbreak, the Customer Service Team have posted their highest ever quarter end result for % of calls to the contact centre (96.3%).

PROVIDE EFFICIENT AND EFFECTIVE SERVICES

The Communications Team - have achieved the highest recorded level of positive page leads/main stories in the local newspaper media (doesn't include radio or TV coverage) at 67 pieces in Q4 – the previous high was 56 and the historic target (this indicator is no longer targeted) was 11 per quarter. This has been achieved in a period which has included two significant storms and the Covid-19 outbreak.

IMPROVE USE OF DIGITAL TECHNOLOGIES

Digital infrastructure - A large number of IT infrastructural projects have been completed this quarter in the ongoing work to upgrade our operating systems, these have primary focussed around server upgrades.

Vibrant Economy

PROVIDE MORE HOMES

Housing Completions - The number of housing completions for the financial year 2019/20 as a whole is 360. This is the highest completions figure since 2011 and compares to the lowest completions figure of 174 dwellings in 2015/16.

Housing Allocation Policy – proposed changes on the Housing Allocation Policy underwent a 12 week public consultation, which finished on 5th April 2020.

ENSURE LOCAL PEOPLE ARE WELL PREPARED AND ABLE TO COMPETE FOR JOBS

School events - There were four employability events held local schools this quarter.

Business support session – an apprenticeship fair was held at the Methodist Church, where 238 people visited the 22 stands and had the opportunity to attend two CV workshops.

CREATE THRIVING AND VIBRANT TOWN AND LOCAL CENTRES

Arnold Market Place consultation and town centre events - 10 events were held to support the four week Arnold Market Place public consultation. This included morning and evening events, displays located throughout the town and an on-line survey. We received feedback from over 2000 people.

Sustainable Environment

PROVIDE AN ATTRACTIVE AND SUSTAINABLE LOCAL ENVIRONMENT THAT LOCAL PEOPLE CAN ENJOY

Conservation Area Appraisals - The conservation area appraisals for Bestwood Village and Lambley are in the process of being reviewed and draft documents prepared to update the existing appraisals prepared in 2005 and 2007 respectively. These draft documents have been circulated to the relevant parish councils and local history societies (where appropriate) for informal comment prior to formal public consultation in due course.

CONSERVE, ENHANCE, PROMOTE AND CELEBRATE OUR HERITAGE

Development of the Gedling Borough Heritage Way - Nottingham Trent University has awarded £5,000 to support the development work for a new Gedling Borough Heritage walking and cycling route. The Council will be working alongside creative consultants Culture Syndicates and local heritage consultant Denis Hill to undertake stakeholder and community consultation to inform a future funding bid. A workshop of key partners was held in early March to gauge support and coordinate a multi-agency approach, however plans to engage with the local Gedling Borough Heritage Forum have been postponed due to the Covid-19 outbreak. These plans will be reviewed again as part of the Council's Covid-19 Reset Strategy.

PROMOTE AND PROTECT THE ENVIRONMENT BY MINIMISING POLLUTION AND WASTE

Waste Collections – Waste Services provided a free bulky waste collection to residents in January/February 2020. 83% of residents were satisfied with the general domestic waste/recycling service according to the residents' satisfaction survey 2019.

Healthy Lifestyles

IMPROVE HEALTH AND WELLBEING AND REDUCE HEALTH INEQUALITIES

Free Health and Fitness Memberships for Registered Carers - Gedling Leisure has been running a joint funded initiative in conjunction with east Midlands Carers to provide 12 week free health and fitness membership to registered carers in the borough. Through 19/20 a total of 116 carers have taken up the opportunity with some really positive feedback *"it's helpful to get out of the house for a purpose, to think of something else, change of scenery, amongst other people. Sometimes it's an effort to get out of the house but I know I always feel better for getting the exercise at the gym."*

Report progress of Plan to the Gedling Health and Wellbeing Delivery Group on a quarterly basis - The Gedling and Health Wellbeing Partnership adopted a new terms of reference in January and a clear set of aims objectives to towards revising and developing the Gedling Health and Wellbeing Delivery Plan.

This will model seeks to integrate a local collaboration between the voluntary and community sector, commissioned public health services, the South Nottinghamshire Integrated Care Partnership and local GP Primary Care Networks with the Council taking a lead coordination role.

The Partnership adopted the following objectives:

- To adopt and champion a community centred well-being approach to improving health outcomes.
- To adopt an integrated whole system approach to agency and sector working from strategic to neighbourhood level.
- To identify health priorities and establish a Health and Wellbeing Delivery Plan for the Partnership shaped by community insight.
- To enable a strengthened community by giving them a voice, by listening and by considering their needs when planning and shaping work.
- To co-produce its work programme with local engagement forums and communities, responding to, providing direction and influencing change as appropriate.
- To request the delivery of specific pieces of work through local projects or through other appropriate mechanisms in line with the priorities set out in the Health and Wellbeing Delivery Plan.
- To be informed about opportunities to access external funding that may be available to support the Partnership's Plan.
- To monitor, review and evaluate the Gedling Health and Wellbeing Delivery Plan.

INCREASE RECREATIONAL ACTIVITIES AND USERS TO PARKS AND OPEN SPACES

Gedling Country Park – Viewing Platforms Following the successful £138,000 funding bid work on the viewing platforms at Gedling Country Park began in February. The Beacon View platform is now complete and in lockdown is being enjoyed by visitors to the park taking daily exercise. Work to complete the Lincoln View platform commences 11 May and this along with the new geographic point of interest interpretation panels should see the project complete for the summer.

Conway Rec Play Area – Following extensive consultation, work to construct a new children's play area at Conway Road Recreation Ground has started. Works on the new junior play park began in February and was due to be completed by the end of March but was delayed due to the virus outbreak. Proludic the contractor are now rescheduled to start work at Conway Road with effect 11th May after bring some of their staff out of furlough. They will ensure social distancing guidelines are adhered to at all times whilst carrying out the completion work to the project. This should see an official opening for this new play facility later in the year after lockdown sanctions

have been lifted, as currently all the Council's play areas are closed to the public because of the virus epidemic.

Funding for Goosedale Sports Pitches - The Artificial Grass Pitches at the community run Goosedale Sport facilities, on the edge of Bestwood Village, were identified within the Playing Pitch Strategy as a facility that required investment due to the age and quality of current surface. Nottingham Hockey Club are the main users of the pitches and had been working on sourcing funding, supported by the Council in partnership with England Hockey and Active Notts. The club has been successful with a Sport England Grant to improve the facility, however this is based on further funding being obtained from other sources for the project. The club is currently awaiting the outcome of a pending application for a Local Improvement Scheme grant.

REDUCE LEVELS OF LONELINESS AND ISOLATION

Sign up to the Mental Health Concordat and the Time for Change Pledge - Public Health England have endorsed the Council's submission to sign up to the Mental Health Concordat.

An adapted version of the submitted action plan has been presented to the Gedling Health and Wellbeing Partnership and partners have agreed to review and consider a joint working approach to support this.

Developing partnership with Artspeak - A partnership has been developed with Artspeak, a charity based in Nottingham which uses a bespoke arts programme to improve the social well-being of older people and make over 60's more visible and active in society. A series of taster sessions have been planned at the Bonington Theatre offering photography and poetry with the aim of speaking with those attending about what other creative activities might be of interest. In the longer term the aim is to create a creative hub at the Bonington for older people, linking with the theatre programme and sessions at Arnold Library and inviting partner organisations such as Gedling Homes and those that have been involved in the SPRING project to attend and shape future activities. These sessions are unfortunately on hold due to Covid-19 but will be reviewed as part of the Council's Reset work.

Giving for Gedling - As part of the Council's Covid-19 Humanitarian Response in March, a new Giving for Gedling team was established to offer support to those residents most during the crisis, offering advice and guidance to residents and local support groups, recruiting volunteers and to plan for a coordinated approach to distributing emergency food parcels locally. Many officers were re-deployed from Community Relations, Public Protection and Leisure Services to be integral members of the team. By the end of the month, requests for need were being received and responded to by the team and volunteers recruited. The Giving for Gedling reported to the Council's emergency Incident Management Team and was coordinating work with the Nottingham and Nottinghamshire Local Resilience Forum.

SPRIING - 93 Referrals had been received in the scheme with many signposted and integrated into local groups. Some participants have unfortunately dropped out of the scheme due to ill health and family issues. There were currently 34 active SPRIING participants at the beginning of March. A total of £2,800 SPRIING grant fund had been awarded to groups and local organisations to help address social isolation in the community.

On 12th February, a successful SPRIING Cook and Eat Session with participants was delivered demonstrating different techniques and procedures on food preparation and gave attendees cooking ideas that were easy to prepare and could be easily varied with different ingredients. Feedback was that such sessions were popular and participants said they would be interested in similar future sessions.

A SPRIING project evaluation has now submitted to funder Jigsaw Homes this has been well received by that organisation. The full project evaluation by Nottingham Trent Evaluation is yet to be completed and has now been put on hold due to the Covid-19 outbreak.

Plans for falls prevention sessions, the launch of the Netherfield Allotment Scheme, funded by SPRIING, and an arts and wellbeing based programme have also had to be put on hold due the pandemic. Funding from Jigsaw Homes for SPRIING ceased end of March. A proposed extension to Jigsaw Homes funding to enable a transition from SPRIING into the new NHS funded social prescribing system, delivered on behalf of our four local Primary Care Networks, has unfortunately been suspended, also due to the emergency situation. The local social prescribing community infrastructure developed out of SPRIING, which includes a new community development coordinator, capacity building for and connection between local groups and the SPRIING Coordinator post have all played a key role in the Covid-19 Giving for Gedling Humanitarian Response.

Funding for New Community Development Worker - The South Notts Community Development Coordinator post, hosted by the Community Relations team and externally funded by the NHS Integrated Care System, began operations in February. Before the lock down, the post established relationships and collaborated with community organisations and health providers to encourage partnership working with the long term aim to provide the NHS funded social prescribing link workers with groups to signpost their patient and clients too. The resource has also been working closely with the libraries, churches and various voluntary organisations to enhance triangulation work in order to support social prescribing.

The role has raised awareness of the NHS link workers within the Gedling area and some of the community groups have responded positively and are eager to forge lasting relationships that will support social prescribing.

Following the Covid-19 outbreak, this resource has continued to engage with those community groups keen to maintain a social prescribing connection. The post gathered emerging Facebook groups and community groups contacts that offered support to vulnerable people and shared these with link workers adding to their repertoire of support resources. The role has called Link Workers weekly; listening to them, sharing experiences and celebrating their good work. It has also supported

the Giving for Gedling humanitarian team to enhance community support available, sharing our local Good Neighbour Guide with the link workers and will be supporting a funding bid for a new befriending service to support residents in Gedling as part of the Covid-19 response effort.

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Report to Overview and Scrutiny Committee

Subject: Corporate Risk Management Scorecard Quarter 4 2019/20

Date: 20 July 2020

Author: Democratic Services Officer

Purpose

To update members of the Overview and Scrutiny Committee on the current level of assurance that can be provided against each corporate risk as agreed at the last Committee.

Recommendation

That the Overview and Scrutiny Committee:

- Note the progress of actions identifies in the Corporate Risk register and any concerns identified by the Audit Committee.

1 Background

- 1.1 It was agreed at the last Overview and Scrutiny Committee it would receive quarterly updates on the Corporate Risk Scorecard and specifically those issues that are identified by the Audit Committee to be of concern.
- 1.2 The current Risk Management Strategy & Framework was last considered and approved by the Cabinet in October 2017. The purpose of the Strategy and Framework is to define how risks are managed by the Council. It provides guidance on the processes, procedures, roles and responsibilities for risk, and it sets out the context on how risks are to be managed. It defines the key role for the Audit Committee as providing independent assurance to the Council with regard to the effectiveness of the risk management framework and the associated control environment. This includes the monitoring of the framework and ensuring the implementation of all audit actions.
- 1.3 The Corporate Risk Register is a key enabler of the Strategy and Framework, and provides assurance on the key risks identified as corporate risks.

- 1.4 Existing risks identified within both the Council's corporate and operational service risk registers are subject to quarterly review by senior management and on an ongoing basis through the work of Internal Audit.
- 1.5 This approach has meant that some of the risks included within the corporate risk register have been set at a relatively high score with the expectation that as mitigation measures are properly recorded or actions taken, then these risks should start to improve over the coming months. This is not to say that all risks will return to 'green', as mitigation measures can only go so far, and some risks may always be inherently 'red' or 'amber' as the score reflects the potential impact on the Council and the likelihood of that event occurring.
- 1.6 The Corporate Risk Register and supporting comments as at the end of March 2020 are appended to this report, and this includes a summary of all control gaps currently identified on the Council's Corporate Risk Register.
- 1.7 Members are fully aware of the risks arising from the national outbreak of the coronavirus, Covid-19. The impacts of this, as at quarter 4, have been reflected in the risk register. Two reports were presented to Cabinet on 18 June 2020 detailing Gedling's response to the pandemic, and proposing a Reset Strategy to include a review of the Gedling Plan to ensure that it remains fit for purpose and incorporates any new work streams arising from Covid-19 impacts.
- 1.8 Members of the committee should note that all risks are unchanged from last quarter with the exception of three areas which have all been affected by the Covid 19 Pandemic.

2 FAILURE TO MAINTAIN FINANCIAL INTEGRITY

Current Risk and Direction of Travel: RED – Deterioration from D4 (major impact/high likelihood to E4 (major impact/very high likelihood)

10 FAILURE TO MAINTAIN SERVICE STANDARDS, CUSTOMER SATISFACTION, AND/OR MEET CUSTOMER EXPECTATIONS

Current Risk and Direction of Travel: AMBER – Deterioration (from a fully controlled risk B1 to C3 Significant Impact/Significant Likelihood)

12 FAILURE TO REACT TO AN ENVIRONMENTAL INCIDENT OR MALICIOUS ACT

Current Risk and Direction of Travel: AMBER – Deterioration from fully controlled to Serious Impact/Low Likelihood.

Additional information regarding these risks is attached at **Appendix 1 and 2.**

No issues of concern were identified at the Audit Committee held on the 7th July.

4 Financial Implications

4.1 There are no financial implications arising out of this report.

5 Legal Implications

5.1 There are no legal implications arising out of this report.

6 Equalities Implications

6.1 There are no equalities implications arising out of this report

7 Carbon Reduction/Environmental Sustainability Implications

7.1 There are no carbon/environmental/sustainability implication arising out of this report.

8 Appendices

8.1 Appendix 1: Corporate Risk Register Monitoring – Quarter 4, March 2020

8.2 Appendix 2: Risk Management Scoring Matrix

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Appendix 1 - Corporate Risk Register Monitoring – Quarter 4, March 2020

1	<p>FAILURE TO PREVENT BUDGET OVERHEATING ONCE THE BUDGET HAS BEEN SET</p> <p>Owner: Alison Ball</p> <p>Current Risk and Direction of Travel: GREEN – No Change</p> <p>Definition:</p> <p><i>Shorter term implications of overspending budgets or not collecting as much income as forecasted. This can cause adverse impact on Council balances.</i></p> <p>Key Risk Driver: Financial Impact</p> <p>Raw Risk Value: Serious - £50k - £500k</p> <p>Corporate Risk Register Outstanding Controls:</p> <p><u>Actions completed during quarter 4:</u></p> <ul style="list-style-type: none">• Quarter 4 budget monitoring has been completed and the 2019/20 Outturn report has been prepared for Cabinet consideration on 2 July. The budget outturn report presents a minor overspend of £57,435, or 0.49% against the Net Council Budget, and a minor shortfall on the financing budgets, including business rates, of £13,261. The outturn position, which requires a slightly higher contribution from balances than estimated, is primarily due to a loss of income following the closure of the Council's leisure centres in March due to the restrictions arising from the Covid-19 pandemic, and a required increase in bad debts provisions, which are not covered by established earmarked reserves. However, total reserve balances at the year-end are higher than estimated by £501,000 mainly due to the receipt of grant funding. Given the extent of the financial challenges facing the Council this presents a robust outturn position for the Council. <p>There are no outstanding control gaps in the strategic or operational risk registers relating to this corporate risk at the end of quarter 4.</p> <p>However, it should be noted that that the financial impacts of Covid-19 are expected to be significant in 2020/21, with an estimated net budget pressure of up to £2.8m, after accounting for the emergency government funding of £1.2m received at the time of writing this report. In addition, a new budget pressure has been identified: the pay award offered is 0.75% higher than projected. It is anticipated that there will</p>
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	<p>be a significant increase in the risk level at the end of quarter 1 in 2020/21 and mitigation measures are currently being considered by SLT.</p>
2	<p>FAILURE TO MAINTAIN FINANCIAL INTEGRITY</p> <p>Owner: Alison Ball</p> <p>Current Risk and Direction of Travel: RED – Deterioration from D4 (major impact/high likelihood to E4 (major impact/very high likelihood)</p> <p>Definition:</p> <p><i>Affecting the ability of the Council to meet its financial commitments in the longer term.</i></p> <p>Key Risk Driver: Financial Impact</p> <p>Raw Risk Value: Critical - £1m+</p> <p>Corporate Risk Register Outstanding Controls:</p> <p>The Council's financial position remains extremely challenging and future funding remains uncertain.</p> <p><u>Actions completed during quarter 4:</u></p> <ul style="list-style-type: none"> • A full review of the Council's 5 year MTFP was completed as part of the 2020/21 budget process and was approved by Budget Council in March. The MTFP sets out the estimated future funding position and the associated risks due to the uncertainties surrounding the Fair Funding Review, Business Rates Retention and New Homes Bonus. The Government confirmed a one year only local government finance settlement for 2020/21 which meant the reviews for the future funding of local government were deferred for a year. This continues to inhibit effective medium term financial planning and the achievement of a sustainable financial position. • The future efficiency 2020/21-2022/23 programme totalling £1.924m was approved by Budget Council on 5 March and its effective delivery is recognised as essential to the achievement of a balanced and sustainable Medium Term Financial Plan (MTFP). The programme includes a new target of £250,000 to be delivered from 2020/21 which is not yet supported by outline business plans which means this aspect of the plan is less robust. However, as savings were not proposed for delivery until year 2 of the MTFP this provided a good lead in time to enable the development of detailed plans; • As detailed above in Risk 1 the financial impacts of Covid-19,

	<p>which emerged during quarter 4, are expected to be significant in 2020/21, with an estimated net budget pressure of up to £2.8m. In the absence of further emergency funding from government, this shortfall will need to be funded from Reserves or other spending reductions in order to balance the budget. This will have a knock on impact on achieving a sustainable MTFP which is currently predicated on the availability of reserve balances to support the budget whilst the efficiency programme is delivered. Also, due to Covid-19, the Government announced a further deferral of the Fair Funding and Business Rates review for a another year to 2022/23 prolonging the uncertainties around future funding. These increased risks are the reason for the deterioration in the assessed risk level which may need to be raised again during quarter 1 depending upon the availability of government funding and the identification of other mitigation measures;</p> <ul style="list-style-type: none"> • Monitoring of the Brexit impact, which is recognised as an additional risk to the achievement of a balanced Medium Term Financial Plan, is ongoing. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • <i>New Action:</i> Review the MTFP to reflect the risks arising from the impact of the Covid-19 pandemic, the expected economic downturn and the uncertainties of future local government funding; • Updated Action: Review the efficiency programme to incorporate the new efficiency target of £250k approved by Council and the impact of emerging budget pressures; • Implementation of Advertising, Sponsorship and Marketing strategies to generate additional funding; • Development of a Procurement and Contract Management Strategy to ensure value for money in purchasing.
3	<p>FAILURE TO PROTECT STAFF, INCLUDING HEALTH & SAFETY ISSUES</p> <p>Owner: Helen Barrington</p> <p>Current Risk and Direction of Travel: AMBER – NO CHANGE</p> <p>Definition:</p> <p><i>Ineffective systems, processes and equipment that can present danger to individuals or groups of employees.</i></p> <p>Key Risk Driver: Health & Safety</p> <p>Raw Risk Value: Major – Loss of life / major illness</p>

	<p>Corporate Risk Register Outstanding Controls:</p> <p><u>Actions completed during quarter 4:</u></p> <ul style="list-style-type: none"> • None completed. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • Full implementation of emergency evacuation templates at each council location; • New Action: all services to complete Covid-19 secure risk assessments prior to staff moving back into our buildings when restrictions are lifted and we re-instate services.
4	<p>FAILURE TO RECRUIT AND RETAIN STAFF, AND MAINTAINING INTERNAL CAPACITY</p> <p>Owner: Helen Barrington</p> <p>Current Risk and Direction of Travel: AMBER – NO CHANGE</p> <p>Definition:</p> <p><i>Associated with the particular nature of each profession, internal protocols, managerial abilities, and sickness levels.</i></p> <p>Key Risk Driver: Service Provision</p> <p>Raw Risk Value: Serious – Significant elements of a service suspended / reduced</p> <p>Corporate Risk Register Outstanding Controls:</p> <p>As a consequence of budget pressures, decreasing workforce, increasing workload and higher customer expectations we are seeing an impact on capacity and resilience which may result in a potential reduction in performance. Work is needed to help improve organisational capacity and resilience by developing the skills and abilities of key leaders and staff.</p> <p><u>Actions completed during quarter 4:</u></p> <ul style="list-style-type: none"> • Implementation of the Agile Working Strategy is ongoing and was accelerated to enable the rapid implementation of home working due to Covid-19 restrictions; • A draft employee benefit statement has been completed with its distribution now planned for June 2020. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • Development of a Workforce Strategy was delayed as staff were

	<p>diverted to provide support to the Covid-19 response work. The Strategy will seek to ensure that staff are creative, flexible and have the right skills to respond positively to the challenges that lie ahead.</p>
5	<p>FAILURE TO PROPERLY UTILISE EXISTING ICT, REACT TO TECHNOLOGY CHANGES, AND PREVENT DATA LOSS</p> <p>Owner: Helen Barrington</p> <p>Current Risk and Direction of Travel: RED – NO CHANGE</p> <p>Definition:</p> <p><i>The capacity of the Council to deal with the pace / scale of technological change, or its ability to use technology to address changing demands. Challenges over the security, storage and retention of both electronic and manual records, and data.</i></p> <p>Key Risk Driver: Objectives</p> <p>Raw Risk Value: Major – Directorate objectives not met</p> <p>Corporate Risk Register Outstanding Controls:</p> <p><u>Actions completed during quarter 4:</u></p> <ul style="list-style-type: none"> • An agreement has been reached with partners and the software provider of Abritas Housing Needs system for the separation of the database to secure GDPR compliance. The work will be completed by September 2020; • General Data Protection Regulations – the delivery of the project plan to ensure that the Council responds to the requirements of the Act is nearing completion but has been delayed due to Covid-19. Information Asset Registers have been completed but some Data Protection Impact Assessments are still outstanding; • Ongoing implementation of the Digital Strategy annual action plan which sets out a requirement that the technological solutions we invest in are used to their full potential; • A resource development bid for an additional IT Technical Officer to support the delivery of key digital projects and ensure that the robustness of cyber system security processes are maintained, was approved by Budget Council in March. • Implementation of the actions arising from the IT Controls internal audit was commenced. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • Cyber Security risk assessment – the first draft has been considered by SLT and further information requested but the response has been delayed due to Covid-19. The Internal Audit

	<p>Team (BDO) are due to undertake an advisory cyber risk review which will support the conclusion of the risk assessment;</p> <ul style="list-style-type: none"> • Abritas Housing Needs system amendments to be implemented; • Ongoing implementation of the Digital Strategy action plan. The Strategy will be refreshed to ensure that it effectively supports the future three year Gedling Plan.
6	<p>FAILURE TO PROTECT & UTILISE PHYSICAL ASSETS</p> <p>Owner: Mike Avery</p> <p>Current Risk and Direction of Travel: AMBER – NO CHANGE</p> <p>Definition:</p> <p><i>Buildings that are fit for purpose, safe, secure, and meet legislative requirements for fire, asbestos, and water-testing. Land, buildings and other assets to be recorded on a database.</i></p> <p>Key Risk Driver: Health & Safety</p> <p>Raw Risk Value: Major – Loss of life / major illness</p> <p>Corporate Risk Register Outstanding Controls:</p> <p><u>Actions completed during quarter 4:</u></p> <ul style="list-style-type: none"> • The rolling programme of condition surveys for all council-owned buildings is continuing, with pavilions and public convenience now completed; • A refresh of the Asset Management Plan and the Property Review has been completed and is awaiting Director approval; • Parks Risk Review – 70% of the improvement actions arising from the risk assessment of parks assets have been implemented with the remaining 30% to be completed by October 2020. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • A tree register is to be developed to support the parks risk review work; • Counter Terrorism Review – report pending from the external agents, which will identify achievable actions to be implemented.
7	<p>FAILURE TO REACT TO CHANGES IN LEGISLATION</p> <p>Owner: Helen Barrington</p> <p>Current Risk and Direction of Travel: AMBER – NO CHANGE</p>

	<p>Definition:</p> <p><i>Associated with current or potential changes in national or European law which can lead to possible breaches of legislation. Assessing the wider implications of new legislation on both the Council and its residents.</i></p> <p>Key Risk Driver: Financial Impact</p> <p>Raw Risk Value: Major - £500k - £1m</p> <p>Corporate Risk Register Outstanding Controls:</p> <p><u>Actions completed during quarter 4:</u></p> <ul style="list-style-type: none"> • General Data Protection Regulations and Data Protection Act 2018 – the delivery of the project plan to ensure compliance is nearing completion. A final review of information asset registers which was planned for quarter 4 has been delayed due to Covid-19. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • Universal Credit implementation has been deferred by Central Government; • Any outcomes from the Recycling and Waste Strategy consultation. Requirements may include an increase in recycling requirements and consequent funding implications; • A new risk identified was identified in quarter 3: the Supreme Court is currently considering a case in respect of annual leave and associated payments for irregular workers e.g. casual workers, which may have consequences for all employers nationally – the outcome is awaited and the impact for the Council will be determined.
8	<p>FAILURE OF CONTRACTORS OR PARTNERSHIP ARRANGEMENTS – CONTRACTUAL BREACHES</p> <p>Owner: Helen Barrington</p> <p>Current Risk and Direction of Travel: AMBER – NO CHANGE</p> <p>Definition:</p> <p><i>Associated with the failure of contractors and partnership arrangements to deliver services or products to the agreed cost and specification.</i></p> <p>Key Risk Driver: Financial Impact</p> <p>Raw Risk Value: Serious - £50k - £500k</p>

	<p>Corporate Risk Register Outstanding Controls:</p> <p><u>Actions completed during quarter 4:</u></p> <ul style="list-style-type: none"> • Implementation of the contract management module of the new procurement system is ongoing and the transfer of legacy information into the contracts register has commenced with completion expected in quarter 1 of 2020/21; • Procurement and Contract Standing Orders and Contract Management Risk training sessions have been delivered. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • Contract management processes are to be developed and implemented as part of the new e-procurement system.
9	<p>INABILITY TO DEFEND ONE-OFF CHALLENGES TO A COUNCIL DECISION OR NEW COMPENSATION TREND EMERGES</p> <p>Owner: Helen Barrington</p> <p>Current Risk and Direction of Travel: GREEN – NO CHANGE</p> <p>Definition:</p> <p><i>Councils are increasingly vulnerable to judicial reviews and new compensation claims.</i></p> <p>Key Risk Driver: Financial Impact</p> <p>Raw Risk Value: Serious - £50k - £500k</p> <p>Corporate Risk Register Outstanding Controls:</p> <p><u>Actions completed during quarter 4:</u></p> <ul style="list-style-type: none"> • None to be delivered. <p><u>Actions outstanding:</u></p> <p>There are currently no outstanding control gaps in the strategic or operational risk registers relating to this corporate risk.</p>
10	<p>FAILURE TO MAINTAIN SERVICE STANDARDS, CUSTOMER SATISFACTION, AND/OR MEET CUSTOMER EXPECTATIONS</p> <p>Owner: Helen Barrington</p> <p>Current Risk and Direction of Travel: AMBER – Deterioration (from a</p>

	<p>fully controlled risk B1 to C3 Significant Impact/Significant Likelihood)</p> <p>Definition:</p> <p><i>Related to channel shift to more digital on-line services but retaining the availability of face-to-face services. Affecting the competitiveness of the service (in terms of cost or quality) and/or its ability to deliver best value.</i></p> <p>Key Risk Driver: Reputation</p> <p>Raw Risk Value: Major – Adverse national publicity</p> <p>Corporate Risk Register Outstanding Controls:</p> <p>The emergence of the Covid-19 pandemic has caused the deterioration in the assessed level of risk. Covid-19 resulted in a number of service closures and suspensions in quarter 4 due, both to the government imposed restrictions, and the uncertainty of available staffing levels due to sickness, shielding and the prioritisation of critical services. The consequence is a possible adverse impact on service standards and customer satisfaction. Improvements in the risk level are expected as service levels return to normal but this could be impacted by a second outbreak of Covid 19. The impact is not expected to continue in the longer term.</p> <p><u>Actions completed during quarter 4:</u></p> <ul style="list-style-type: none"> • Monitoring of complaints received for Covid-19 related impacts has commenced. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • To continue complaints monitoring and resume service levels when the risks are reduced and staffing levels and government guidance enable us to do so.
11	<p>FAILURE TO PREVENT DAMAGE TO THE COUNCIL’S REPUTATION</p> <p>Owner: Mike Hill</p> <p>Current Risk and Direction of Travel: GREEN – NO CHANGE</p> <p>Definition:</p> <p><i>Related to the Council’s reaction to a specific event or issue, or generally a downturn in quality of service.</i></p> <p>Key Risk Driver: Reputation</p> <p>Raw Risk Value: Major – Adverse national publicity</p>

	<p>Corporate Risk Register Outstanding Controls:</p> <p><u>Actions completed during quarter 4:</u> Quarterly monitoring of performance information by SLT is an embedded process and timely management action is taken to address any service quality issues arising.</p> <p><u>Actions outstanding:</u> There are currently no outstanding control gaps in the strategic or operational risk registers relating to this corporate risk.</p>
12	<p>FAILURE TO REACT TO AN ENVIRONMENTAL INCIDENT OR MALICIOUS ACT</p> <p>Owner: Mike Hill</p> <p>Current Risk and Direction of Travel: AMBER – Deterioration from fully controlled to Serious Impact/Low Likelihood</p> <p>Definition:</p> <p><i>Council reaction to a natural occurrence e.g. widespread flooding, or other events such as fire and explosions.</i></p> <p>Key Risk Driver: Reputation</p> <p>Raw Risk Value: Major – Adverse national publicity</p> <p>Corporate Risk Register Outstanding Controls:</p> <p>The emergence of the Covid-19 pandemic revealed some gaps in existing Business Continuity Plans meaning that some control gaps existed and the previously assessed risk level was too low.</p> <p><u>Actions completed during quarter 4:</u></p> <ul style="list-style-type: none"> • A new Business Continuity Impact Assessment template was adopted and Business Continuity Plans were completed by all service areas to address the Covid-19 risks. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • Request Cabinet approval for a Business Continuity Policy and Business Continuity Impact Assessment Guidance; • All Business Continuity Impact Assessments to be reviewed in accordance with the Policy to ensure a full suite of plans covering all risk events is completed by September 2020.

13	<p>FAILURE TO REACT TO SOCIO-ECONOMIC TRENDS</p> <p>Owner: Mike Hill</p> <p>Current Risk and Direction of Travel: GREEN - NO CHANGE</p> <p>Definition:</p> <p><i>Relating to the effects of changes in demographic, residential, or socio-economic trends on the Council's ability to meet its objectives.</i></p> <p>Key Risk Driver: Reputation</p> <p>Raw Risk Value: Serious– Adverse regional publicity</p> <p>Corporate Risk Register Outstanding Controls:</p> <p><u>Actions completed during quarter 4:</u></p> <ul style="list-style-type: none"> • The Senior Leadership Team receives economic indicator reports on a bi-annual basis that reports over the themes of homelessness, new homes, benefits and income, and local economy. SLT reflect on these demographic trends and ensure they are fully reflected in service planning processes to ensure needs continue to be met. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • To undertake a 'Visioning' exercise to identify longer term forecasts for socio-economic trends and how these will be reflected in the longer term priorities for the Council to ensure services can meet future needs within available resources.
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HIGH RISK AUDIT RECOMMENDATIONS RAISED IN PREVIOUS YEARS BUT NOT YET IMPLEMENTED:

There are no high risk audit recommendations from previous years that have not been addressed and implemented.

HIGH RISK AUDIT RECOMMENDATIONS RAISED IN THIS FINANCIAL YEAR:

There have been 3 high risk recommendations reported during 2019/20 all of which were included in the IT General Controls audit. An explanatory report from the Director for Organisational Development is included elsewhere on this agenda.

APPENDIX 2 - RISK MANAGEMENT SCORING MATRIX

L i k e l i h o o d	Very High	E				2	
	High	D					
	Significant	C		4	6, 7, 10	5	
	Low	B	1	11, 13	3, 8, 12		
	Very Low	A			9		
			1	2	3	4	5
			Negligible	Minor	Serious	Major	Critical
			I m p a c t				



Report to the Overview and Scrutiny Committee

Subject: Response to the Covid19 Pandemic

Date: 20 July 2020

Author: Democratic Services Officer

Purpose:

To enable members of the committee to consider the council's response to addressing the challenges and issues raised by the Covid19 Pandemic and to consider how the Reset Strategy can be used to best effect to improve the lives of residents of the borough.

Recommendation(s)

That the Overview and Scrutiny Committee:

- 1) Consider and discuss the Council's Reset Strategy**
- 2) Identify any issues about which the committee would like additional information; and**
- 3) Consider if there are any issues the committee would like to examine for inclusion in the 2020/21 work programme.**

1 Background

1.1 The World Health Organisation classed coronavirus as a pandemic on 11 March 2020 and as the Government introduced a range of suppression interventions so it became necessary for the Council to consider how to continue with service provision, the additional services necessary to look after the residents of Gedling and how to protect the staff it employs.

1.2 The Council developed an Emergency Planning and Humanitarian response. The focus was on meeting the immediate response to the pandemic and ensuring support to the most vulnerable in the borough, the safety of staff and the continuation of essential public services.

1.3 Members are recommended to view this document which provides an

overview the Council's response to the challenges presented by the virus.

<https://democracy.gedling.gov.uk/documents/s24001/Report%20to%20Cabinet%20Response%20Phase%20final%20100620.pdf>

- 1.4 In addition to this document the Senior Leadership Team developed a report that outlines the Council's approach to recovery from the pandemic and the key work streams that will underpin this work. The report to Cabinet which includes information relating decisions to reinstate services and the Reset Strategy are attached at **Appendix 1**. The list of decisions to reinstate services is also appended to this report.

This document lays out the steps that have already been taken to reinstate services, the approach proposed in respect of the five work streams which underpin the reset and how Gedling Plan priorities and actions have been reviewed due to the consequences of Covid 19.

- 1.5 It is proposed that as the Council moves into the next phase and the Council takes the opportunity not to simply return to normal but strives to 'build back better'. Members are requested to consider this document and identify if there are any issues for inclusion in the Overview and Scrutiny Committee work programme.

2 Financial Implications

- 2.1 There are no financial implications arising from this report

3 Legal Implications

- 3.1 There are no legal implications arising from this report

4 Equalities Implications

- 4.1 There are no equalities implications arising from this report.

5 Carbon Reduction/Environmental Sustainability Implications

- 5.1 There are no carbon reduction/sustainability implications arising from this report.

6 Appendices

- 6.1 Appendix 1 - Reset Strategy Cabinet Report.

Appendix 2 - Covid 19 – The Council Reset strategy

Appendix 3 - List of decisions to reinstate services following Covid19

GEDLING BOROUGH COUNCIL RESET STRATEGY RELATING TO THE COVID-19 PANDEMIC 2020

1. Aim of the Strategy

This Reset Strategy sets out the Council's approach to recovery in response to the Covid-19 pandemic ("the pandemic"). It is recognised that the recovery process will run in parallel with the response phase, until the formal handover from response to recovery takes place. It is important that the handover from response to recovery is clearly acknowledged and communicated.

This Strategy covers:

- The differences between Response, Recovery and Regeneration recognising there is often an overlap between them.
- The purpose and principles of the recovery process.
- The Council's strategic objectives.
- The structure which will enable oversight and delivery of the Reset action plans.
- How the Reset Strategy will be delivered.

2. Definitions

For the purposes of this Reset Strategy, the Response phase is:

The actions taken to deal with the immediate effects of the pandemic.

It is distinct from, but will overlap with, Recovery which is defined as:

The process of rebuilding, restoring and rehabilitating the community, business and council following the pandemic.

The current situation also presents an opportunity for regeneration, with Regeneration being defined as:

The process of transformation and revitalisation.

In relation to the Council, this transformation may be achieved by different ways of working. In relation to the borough, it could be achieved through building new homes or commercial buildings, raising aspirations, improving skills and improving the environment whilst introducing new people and dynamism to an area.

3. Purpose and Principles of Recovery

There are three different aspects to recovery from a pandemic. Understanding the impact on:

- our residents and communities and how we can support them towards management of their own recovery.
- our businesses and how we can support them towards management of their own recovery.
- the Council, its staff, its finances and the services it provides and how we can not only restore services, but also transform service provision and working practices.

The Council will follow the following principles of recovery:

- Recovery is an enabling and supportive process, which allows residents, communities and businesses to attain a proper level of functioning through the provision of information, specialist services and resources.
- It is recognised that recovery will be complex and protracted and the needs of residents, communities and businesses may change over time. The Reset action plan will therefore need to be dynamic to respond to these changes.
- Recovery is not just a matter for the Council - the private sector and the wider community and a number of key stakeholders will play a crucial role.
- It is recognised that the Council will contribute to the delivery of recovery plans prepared by key partners, particularly in its public safety and public health role.
- Recovery will be most effective when conducted at a local level with the active participation of the affected residents, communities and businesses in decision making and delivery.
- Recovery will inform the future role of the Council, communities, business and key partners and also shape these future relationships.
- The Council's recovery is vital to ensure there is capacity to deliver the wider Reset plans.
- Elected Members have an important role in the recovery process and need to be regularly updated on progress.
- Recovery will be driven by a balanced, affordable, data led recovery action plan that can be quickly implemented.
- Recovery will be appropriately prioritised and resourced. To ensure delivery of the reset plans, the temptation for all council staff to simply return to the 'day job' and catch up will be resisted and actively managed.
- It is recognised that some existing Gedling Plan actions will support recovery and new activity will become part of mainstream council business.
- Effective, coordinated and regular communications must be embedded in the recovery process.

4. Strategic Objectives

The Council will not simply set out recovery plans to return to the pre-Covid-19 status quo but will take the opportunity to 'build back better'. The Council will take the opportunity to increase resilience and to transform and revitalise the borough, our communities and the organisation.

The Council's strategic objectives in relation to each of the three aspects set out above are:

Residents and Communities

- Public confidence has returned and the community is reassured.
- Voluntary and community organisations have stepped down from their response role and resume their role to support communities.
- Shielded and vulnerable residents have returned to their regular life and services supporting them have transferred to business as usual or have stepped down.
- Communities re-establish their new 'normality' with a return to socially and physically active lifestyles.
- The emerging needs of residents have been identified and appropriate support provided.
- Communities have a voice and are listened to when planning and shaping services.
- A pro-active and integrated framework of support to communities is established.
- Community capacity and volunteering evident throughout the borough is harnessed and further developed.
- New voluntary and community groups are sustained, social networks restored and community capacity and reliance rebuilt.

Businesses

- Business and retailer confidence is restored.
- Local businesses are trading normally.
- A pro-active and integrated framework of support to businesses is established.
- Tourism in the area has been re-established.
- Residents and visitors successfully 'rediscover' the borough and its local assets.
- Regeneration schemes that are vital to enabling economic recovery are delivered.

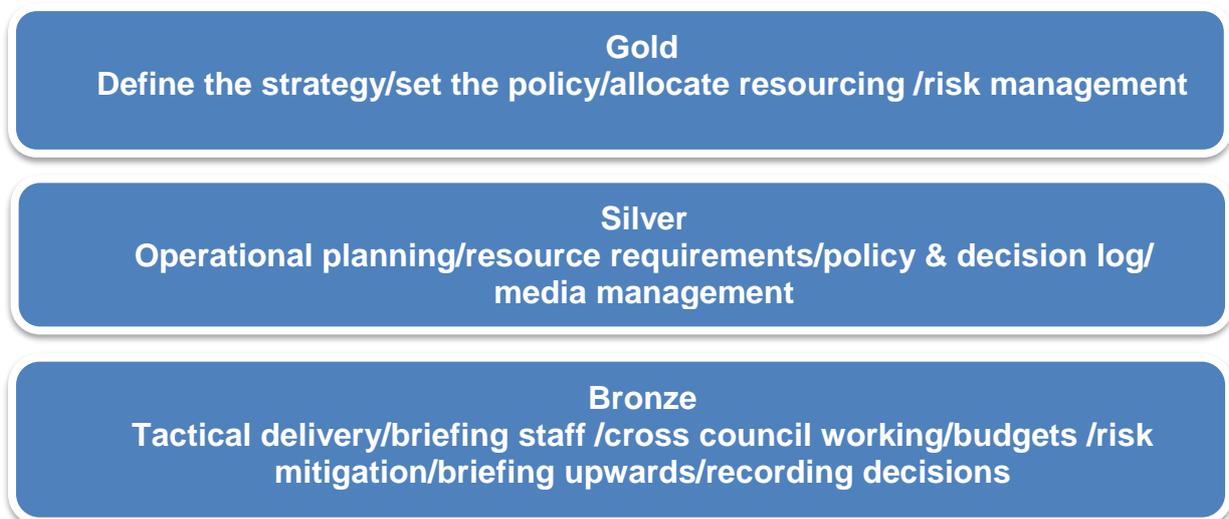
Council

Finances	Front Line Services	Support Services
<ul style="list-style-type: none"> • The Council’s transformation and efficiency programme is fully embedded and prioritised to support these strategic objectives. • Resources are effectively prioritised to ensure the successful delivery of the reset actions plans and the Gedling Plan. • A balanced annual budget is maintained. • A sustainable medium term financial plan is in place. • An appropriate level of reserves and cash balances are maintained. • Financial support provided by the council to residents and businesses is withdrawn in a gradual way to avoid creating ‘cliff edges’. 	<ul style="list-style-type: none"> • Provide high quality services throughout the COVID-19 pandemic and be cognisant of that fact that we may need to adapt and change rapidly if there are further outbreaks in the county. • Ensure our offer remains flexible to meet customer demand levels and adaptable to enable delivery to be scaled up or down depending on work force availability. • Seek customer feedback concerning the confidence they have in the services we are offering and how adaptations can be made to continually improve our service design. • Encourage our staff to remain innovative and creative, looking for opportunities to redesign and improve our service offer to increase customer participation and satisfaction. • Safe reinstatement of all suspended council services. 	<ul style="list-style-type: none"> • Coordinated and consistent messages to staff, the public and media are maintained. • Flexible working arrangements and working patterns are the norm rather than the exception. • Democratic governance and decision making is fully re-instated and emergency powers are stepped down. • More agile and effective decision making processes are in place which enable decisions to be made with speed and ease. • Increased digital interaction with customers throughout the response phase is further expanded. • Appropriate safe systems of working are in place at all times. • Environmental gains from the pandemic including reduced air pollution and car travel are as far as possible preserved.

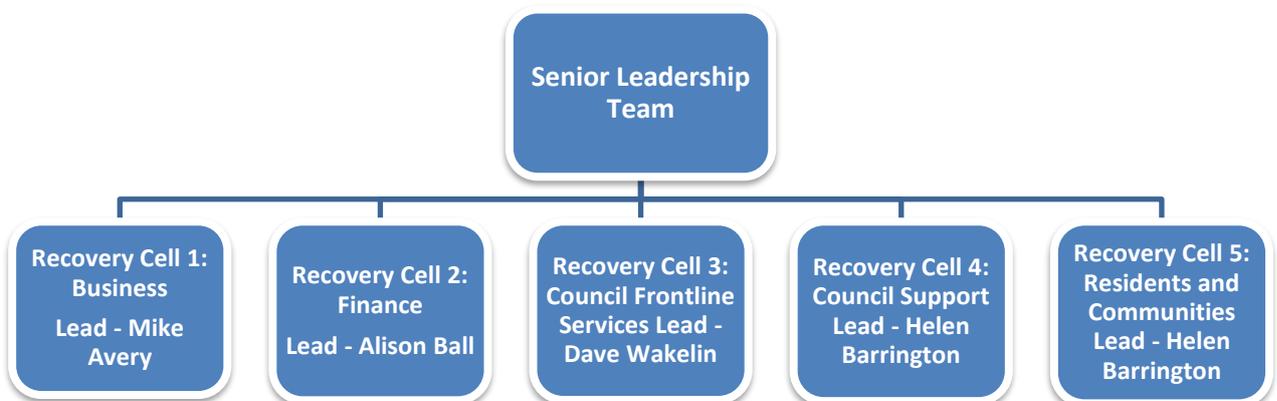
5. Reset Structure

An established Nottingham and Nottinghamshire Local Resilience Forum structure for emergencies is in place and the Council has been represented at the Strategic Co-ordinating Group, Tactical Co-ordinating Group and various sub-groups as part of the Response phase. The LRF Recovery Co-ordinating Group has been activated and the Council will ensure continued representation.

The Council will also have its own structure in place to oversee the preparation and delivery of the Reset Action Plan. These will follow the recognised gold, silver and bronze command structures:



Five specific cells have been identified as follows:



These will be supported by appropriate officers across the Council and the Covid-19 Incident Management Team (IMT) Reset which will:

- take a corporate approach overseeing the emerging Reset Strategy of the Council
- coordinate our response to Government's Recovery Roadmap and other emerging guidance
- co-ordinate our Reset work with the wider LRF partners
- work alongside the Covid-19 IMT Response group on the transition from Response to Reset to avoid duplication and ensure effective business continuity.

In addition it is important to recognise the important role Elected Members have to play in ensuring the success of the recovery process. Executive Members will of course set the Council's strategic direction and make significant decisions. However all Members, as community leaders will be able to identify problems and vulnerabilities in their wards that may require priority attention and feed this into the recovery process. They also have a very important role in disseminating credible information and advice and providing community reassurance.

It is recognised that the Council will not deliver its Reset Strategy alone and will seek the support of and work with a number of stakeholders and other organisations. This will include other local authorities, Parish Councils, Health, Police, Fire, the voluntary sector, faith groups, the Local Enterprise Partnership and Chamber of Commerce.

The formal Reset structures will be stood down when there is no longer the need for multi-departmental coordination and all remaining issues can be dealt with by officers as part of normal business. Depending on the issues some groups may stand down sooner than others.

6. Delivering the Reset Strategy

The impact of this pandemic is unprecedented and goes well beyond those who have been infected with Covid-19 and the vital health services who have treated them. It is hard to identify any area of 'normal' life which has not been affected.

It is clear that the pandemic has affected communities and businesses in a wide variety of ways. For the Council, some services have ceased, some have predominantly continued as before and many service areas have had to cope with additional or new demand. To understand what recovery comprises, it is therefore necessary to understand who has been affected and how.

In order to scope and prioritise the reset action plan it is important to understand how the pandemic identify residents, communities, businesses and the Council itself.

The Council will therefore assess the impact of the pandemic to gauge the scale and effect it has had on residents, communities, businesses and the Council. Whilst there will be common issues arising and the assessments will overlap, it should be recognised that the needs of businesses will often be significantly different from residents, it is appropriate to assess the impacts separately.

These assessments will be dynamic and will need to be reviewed and updated as new information is obtained. The cycle of assessment of impact will continue until the situation has returned to normal or as close to normal as can be expected. The frequency of reassessment will gradually become longer until there is no longer any further benefit to be gained, or that the situation has been accepted or fully resolved.

These assessments will inform what actions are required to rebuild, restore and rehabilitate the community, business and Council. The actions need to be SMART (Specific, Measurable, Achievable, Realistic and Time Based) and meet the strategic objectives set out above.

As referred to above, the current situation also presents an opportunity for regeneration. The impact assessments will also inform where transformation and revitalisation will be delivered and the necessary actions to achieve this. These actions will also need to be SMART and will form part of the Reset Action Plans.

The Council has incurred expenditure in responding to the pandemic and suffered a significant reduction in income and whilst some additional funding has already been received from government it is not clear whether it will be fully reimbursed. It is important that the Council's financial position and affordability is fundamental to the assessment of whether a proposed action is achievable.

Prior to the pandemic, the Council had developed a more integrated delivery model, in areas such as health, communities and public protection; with delivery dependent on funding from key partners. It is therefore important that there should be an understanding of the impact of the pandemic on our key partners such as Integrated Care Partnerships, Primary Care Networks, Police, Fire and NCC (including community based services commissioned by health and CCG). These assessments will identify opportunity for an integrated plan supported by wider resources and capacity.

As delivery of the Reset Strategy will run in parallel with the response phase it is important that both are appropriately prioritised and resourced.

When the impact assessments are reviewed and updated, the action plans will also be regularly reviewed. Senior Leadership Team will:

- agree and monitor the progress of action plans.
- prioritise and resolve conflicting issues on what needs to be done within the resources available.
- continuously evaluate the delivery of the Reset Strategy and capture and action any issues identified as necessary.

7. Record Keeping

The need for accurate record keeping is of paramount importance as any response to and recovery from an emergency always has the potential to expose the Council to an inquiry or litigation.

Comprehensive records of timings, notifications, risks, decisions, actions and expenditure will be kept.



Report to Cabinet

Subject: Covid-19 – The Council’s Reset Strategy

Date: 18 June 2020

Author: Senior Leadership Team

Wards Affected

Borough wide

Purpose

To outline the Council’s approach to recovery in response to the Covid-19 pandemic and the key work streams which will underpin this work and seek approval for the Reset Strategy.

Key Decision

This is a key decision because it is likely to be significant in terms of its effect on communities living or working in an area comprising two or more wards of the Borough.

Recommendations

THAT:

- 1. The steps that have already been taken to reinstate services be noted;**
- 2. The Reset Strategy at Appendix 2 which sets out the Council’s approach to recovery from the Covid-19 pandemic be approved;**
- 3. The approach proposed in respect of the five work streams which will underpin the reset plans be supported; and**
- 4. The Gedling Plan priorities and actions be reviewed in light of the consequences of Covid-19.**

1 Background

- 1.1 The Covid-19 pandemic has had an unprecedented global impact and a significant impact on the local economy, our residents and communities and the council itself. The Council's response to the challenges presented by the virus has been outstanding and is detailed in a separate report on this agenda. The focus has been on coordinating the immediate response to the pandemic and ensuring support to the most vulnerable in the borough, the safety of staff and continuation of essential public services. It is clear that this response phase is likely to continue for some time, however progress has been made to plan for the recovery of the borough's economy and businesses, residents and communities, as well as the Council including its services and finances. Returning to 'normal' and the subsequent 'reset' phase is likely to be complex and take several months. The approach taken by the Council now will shape the culture of the Council itself and will influence what the borough's economy, businesses, residents and communities will look like in years to come.
- 1.2 In the same way as the Council's response to the pandemic, the next phase will be influenced by government policy decisions and legislative changes. Whilst the situation is uncertain and may evolve over time, it is important that the Council progresses its plans and is ready to respond to those policy decisions in a timely and structured fashion.
- 1.3 This report sets out the Council's approach to the Reset phase and the key work streams which will underpin this work. These work streams will assess the impact of the pandemic and identify short, medium and longer term priority actions to achieve defined objectives. This is likely to generate a significant amount of unplanned work and a potential need to refocus existing planned activity.
- 1.4 It is important to note that the reinstatement of services which were previously suspended as a result of the pandemic has already begun. Where government guidance and/or staffing resources have allowed, a decision has been taken by the Leader to re-instate services as soon as possible. A list of the decisions made at the time of writing this report is attached at Appendix 1.
- 1.5 The success of the next phase of work will be significantly influenced by the success of contact tracing and testing (which it is recognised may take several months), the introduction of a vaccine, and avoiding further spikes in cases which trigger a return to lockdown measures.

2 Proposal

2.1 It is proposed that as we move into the next phase, the Council takes the opportunity not to simply return to 'normal' but strives to '*build back better*'. A YouGov poll of 4,343 adults conducted for the Royal Society of Arts published in April 2020 found that a clear majority (85%) want to see at least some of the personal or social changes they have experienced continue afterwards, while just 9% want a complete return to "normal" after the coronavirus outbreak is over.

2.2 Whilst Covid-19 has had a devastating impact on families, communities and businesses across the borough, the country and the world, it is also important that the Council recognises the positive consequences. The majority of Council services have continued whilst staff work from home and avoid the daily commute to the office. Vital communications have continued 'virtually' without the need for physical meetings. The sense of community has flourished with hundreds of volunteers stepping forward to support the humanitarian effort and others generously donating to the Mayor's Foodbank fundraiser campaign enabling the target to be exceeded. Many businesses have quickly adapted to on-line orders as they had to close their doors to customers. The environment has thrived with a significant short term reduction in CO2 emissions due to reductions in travel and energy use. It is proposed that all of these positives are retained and where possible enhanced further, and that the Council doesn't simply put in place plans to 'recover' back to 'normal', but that our plans strive to build something better.

2.3 The actions and responses to be taken by officers of the Council during the next 12 months are set out in the later paragraphs of this report. However, there are also longer term aspirations that require due attention, and these will be addressed through the Reset phase as part of the work to review the Gedling Plan. These key issues are:

- Tackling inequalities;
- Cultural and digital transformation;
- Equalities and diversity;
- Climate change and the environment.

2.4 The Gedling Plan

2.4.1 The Gedling Plan 2020-23 was approved by Cabinet in February 2020 and Council in March 2020 immediately prior to Covid-19 having significant impact. It was developed over a number of months based on updated datasets and analysis of the strengths, weaknesses, opportunities and threats ('SWOT') of both the Borough and the Council. The Plan set an ambitious vision for the borough and a 3-year action

plan based around the following 5 priorities:

- Cohesive, Diverse and Safe Communities
- High Performing Council
- Vibrant Economy
- Sustainable Environment
- Healthy Lifestyles

2.4.2 Although the Plan is only a few months old, it is clear that the global, national and most importantly local context is very different. It is therefore proposed that a review is carried out as a priority to ensure that it remains fit for purpose and recognises the new work streams to deliver the Reset Strategy set out below. Actions in the Gedling Plan which will influence successful recovery will need to be prioritised whilst other projects may need to be delivered in different ways or re-profiled to future years. The outcome of this review will be reported to Cabinet at a future meeting.

2.5 **The Reset Strategy**

2.5.1 It is proposed that the Reset Strategy at Appendix 2, which sets out the Council's approach to recovery from the Covid-19 pandemic, is approved.

2.5.2 The Strategy will be delivered through five work streams which will be grouped into three overarching aspects as follows. Each work stream will be led by a member of Senior Leadership Team overseen by the Acting Chief Executive:

- Business
- Residents and communities
- The Council
 - Frontline services
 - Support services
 - Finance

2.5.3 These work streams will be underpinned by:

- An assessment of the impact of Covid-19 to inform a data-led action plan.
- The review of the Gedling Plan referred to above.
- Continued work with key stakeholders and other organisations.
- Capturing lessons learned.
- Regular progress updates to Cabinet.
- Effective external and internal communications.

- 2.5.4 Project teams have been established where appropriate to support the Senior Leadership Team in progressing this work. An action plan for each work stream will be prepared which includes phasing and timescales. At this stage, an overview of expected strands of work is set out below.

Business

- 2.5.5 This work stream is focused on Gedling's economy and intervening, where required, to ensure it "bounces back" as quickly as possible. This is crucial as a vibrant economy helps to underpin a wider reset for the Borough, as it provides people with job opportunities, the chance to reskill to access different jobs, access to shops, services and facilities, whilst also supporting the visitor economy. There are three main areas of work under this work stream: Regeneration, Re-discover and Restore.

Regeneration – physical regeneration schemes and action plans to demonstrate the Council's intention to help support the place shaping agenda and physical regeneration required to kick start other investment in the Borough's economy.

Re-discover – as the Covid-19 restrictions are eased, work will be required to help support and encourage residents and visitors to "rediscover" the borough and its local assets (including town and local shopping areas, visitor attractions, recreational uses and community centres). This will require a series of co-ordinated and targeted initiatives, all under an umbrella marketing campaign. Funding amounting to £105k has been allocated to Gedling from the Re-opening High Streets Safely fund to help with the work required to re-open town and local centres on 15th June.

Restore – business confidence and provide support where required, including training, networking events, work placement programmes, and employment and skills initiatives. This will involve working with a range of partners: Department of Work and Pensions, Nottingham Trent University, Local Enterprise Partnership and the Metro Strategy group. Key projects include:

Gedling Plan objective: Improve social mobility and life chances:

- Updating the locality plans for Netherfield, Newstead and Killsick.

Gedling Plan objective: Provide more homes:

- Delivery of the Station and Burton Road housing schemes.

Gedling Plan objective: Drive business growth, workforce development and job opportunities:

- Providing a Small Business Advisor/Retail Business Advisor to support local businesses;
- Promoting the Council's Economic Growth and Regeneration team by:
 - updating the website page to be more user friendly and to help signpost businesses and retailers to the right sources of information;
 - Contacting all businesses and retailers to signpost them to the new website and what help is on offer;
- Obtaining a detailed understanding of the localised problems and issues to inform a detailed action plan of what measures and initiatives are required;
- Updating guidance to business sectors on reopening safely to reflect changes in the lockdown;
- Developing a strategy and framework for the distribution of funding of £900,000 to businesses within the borough under the Local Authority Discretionary Fund.

Gedling Plan objective: Create thriving and vibrant town and local centres:

Delivery of the following key projects:

- Arnold Market Place redevelopment;
- Carlton Square improvements;
- Station and Burton Road housing schemes;
- Arnold Town Centre Action Plan;
- Hill Crest Park, Calverton business park extension.

Gedling Plan objective: Improve transport infrastructure and connectivity:

- With partners, to deliver infrastructure initiatives to support the future of the local economy (e.g. 5G, superfast broadband, free town centre Wi-Fi, electric charging points, park and ride, new build housing, affordable housing etc.)

Residents and Communities

- 2.5.6 This work stream will initially focus on how residents and communities can be supported as the current restrictions are lifted. This will run in tandem with the Giving for Gedling Humanitarian response which was established to support residents in need during the response phase and will need to remain in place for some time. A longer term plan will be

developed which seeks to rebuild community capacity and resilience and further develop the volunteering effort. This will include enabling a strengthened community by giving them a voice, by listening and by considering their needs when planning and shaping work.

This work stream is complex and the work programme is likely to become embedded as business as usual for years to come. The first stage will be to gather data to understand the immediate impacts on residents and communities, in particular ascertaining where new inequalities have emerged or existing equalities worsened by the pandemic. It is recognised that there are limited resources in the Borough to build community capacity; as we do not have a community and voluntary service infrastructure body as other districts do. Therefore the work programme will need to be co-produced with key local partners, local engagement forums and communities, responding to and providing direction and influencing change as appropriate. This will ensure we can make best use of the collective resources available.

Gedling Plan objective: Promote and encourage pride, good citizenship and participation:

- Planned safe re-introduction of community events;
- Putting in place appropriate arrangements for the safe reinstatement of community leadership forums such as the Seniors' Council and Youth Council;
- Delivering the Pride of Gedling Awards;
- Further development of volunteering to increase independence and resilience in our communities by enabling more residents and community groups to do more for themselves;
- Conducting impact assessments to understand the immediate financial and operational pressures on and challenges around the long term sustainability of small charities and voluntary organisations;
- Continuing to support the voluntary and community sector as we move out of lockdown and considering future requirements for support.

Gedling Plan objective: Reduce poverty and inequality and provide support to the most vulnerable:

- Data gathering to understand the immediate impacts on residents and communities, in particular ascertaining where new inequalities have emerged or existing equalities worsened by the pandemic. This will enable the Council to understand the needs of and focus attention on those whose situation has deteriorated

disproportionately. Our work plan to improve social mobility across the borough will seek to reduce the health inequality gap and all of its adverse impacts.

Gedling Plan objective: Improve health and wellbeing and reduce health inequalities:

- Re-establishing the coordinated community centred wellbeing approach to integrated health and wellbeing programmes as outlined in the Council's current Health and Wellbeing Delivery Plan;
- Working with the Gedling Health and Wellbeing Partnership, the Nottingham and Nottinghamshire Integrated Care System and the evolving Public Health networks across Nottinghamshire to identify emerging health priorities for Gedling and establish a revised data-led delivery plan;
- Adopting an integrated whole system wellbeing approach to agency and sector working from strategic to neighbourhood level ensuring all commissioned health services are meeting the needs of the Gedling population;
- A community asset based approach where communities and all agencies can support residents through physical and social activities.

Gedling Plan objective: Reduce levels of loneliness and isolation:

- Developing and working with key stakeholders to embed a sustainable social prescribing programme for vulnerable and lonely and isolated residents across the borough;
- Supporting local groups to tackle loneliness and isolation;
- Enabling the development of strong community wellbeing hubs and venues across the Borough that offer support and help to connect our residents;
- Considering how digital technology can be embraced to support those most isolated in the community;
- Considering the mental health needs of staff and our communities when developing plans and future services.

The Council – Frontline Services

- 2.5.7 This work stream will focus on re-establishing the services our residents' access and benefit from on a daily basis, but in a manner that is fully cognisant of the social distancing requirements flowing from the first wave of the pandemic. The plan will draw upon our learning so far and will focus on how we can continue to provide our services in the event of further outbreaks. Having identified our core statutory services we will

further develop plans that are adaptable and resilient, and where needed, will draw on other parts of the Council to support their delivery.

Our planning will be sensitive to the fact that customers need to have renewed confidence in frontline services in the public sector because of 'lockdown' and we recognise that for many, engagement with services will generate a natural degree of nervousness.

With the requirement to have Local Outbreak Plans to tackle Coronavirus we will continually review how our front line services can support these new arrangements and manage this process through our established Response Incident Management Team.

Gedling plan objective: Promote and encourage pride, good citizenship and participation:

- Building upon the work we do with those many volunteers who formally registered with us to help the council and local residents by supporting our successful humanitarian effort;
- Re-establishing the Gedling Big Clean Forum Group to help the council keep the borough free from litter.

Gedling plan objective: Reduce poverty and inequality and provide support to the most vulnerable:

- Continuing to deliver our humanitarian offer and provide food and support to the most vulnerable across the borough, particularly focussing on supporting those in need who have to self-isolate as a result of the 'testing and tracing service' where they are experiencing difficulty in accessing food;
- Rough sleepers and the homeless are currently provided accommodation under the government's "everyone in" campaign. This is a huge joint effort by local councils, charities, health and care services, and accommodation providers to protect rough sleepers from the virus, and we must continue to do so;
- Linked to the above, the council will continue to work with developers and local housing providers to deliver additional temporary accommodation units and 'move-on' properties;
- Homelessness prevention activities will be prepared to respond the potential increased demand when the temporary restrictions on landlord evictions are lifted by Government.

Gedling plan objective: Reduce anti-social behaviours, crime and the fear of crime:

- Our Neighbourhood Wardens, in partnership with the Police will develop patrol plans for our parks and open spaces to ensure that social distancing requirements are effectively maintained;
- The Council's Public Protection Team will take a key lead role in preventing and investigating anti-social behaviour reports that arise throughout the pandemic period.

Gedling plan objective: Improve the customer experience of engaging with the Council:

- Our services will focus on positively re-engaging our customers and to provide them with the reassurance they need, that what we do is Covid-19 safe all of the time. Our staff will be briefed on how to approach this re-engagement work to re-establish the 'Gedling brand' across the borough.

Gedling plan objective: Provide effective and efficient services:

- Reinstating our commercial services and focus on trading to generate income to support the Council's financial plan.

Gedling plan objective: Provide an attractive and sustainable local environment that people can enjoy:

- We will accelerate our project work at Gedling Country Park ensuring the timely delivery of the additional car parking, outdoor seating areas and two feature viewing platforms;
- We are committed to planting 500 trees across the borough to reinforce the Council's commitment to a sustainable environment.

Gedling plan objective: Promote and protect the environment by minimising pollution and waste and becoming carbon neutral:

- One of the environmental benefits of the lockdown phase has been the tangible decreases in harm emissions from traffic. We will take this opportunity to double up on our efforts and commitment to encourage more walking and cycling across the borough as a more sustainable way to travel to work in the future;
- We intend to develop specific plans to improve recycling rates across the borough.

Gedling plan objective: Improve health and wellbeing and reduce health inequalities:

- Recognising that our residents have adjusted and developed their daily exercise routines throughout lockdown period. We will take the opportunity to reinforce the value of daily exercise to improve health outcomes;
- Specifically we will look to reopen leisure centres and other community facilities having full regard to national guidance to ensure Covid-19 safe environments;
- Expediting the planned work to launch the Gedling Forces Leisure Card and the new swimming passport offer.

Gedling plan objective: Support physically active life styles:

- Recognising that for many exercising outdoors throughout lockdown has provided a unique opportunity to take exercise locally that they would not ordinarily have done. Our intention is to build on this capital and revisit our leisure programme not only to make the most of the buildings that we have, but also to look for opportunities to deliver our services in the Council's outstanding parks and open spaces.

2.5.8 The Council – Support Services

This work stream will initially focus on safe reintroduction of essential face-to-face services from the civic centre, reinstatement of council meetings and management of council workspaces, however the opportunity for transformation through sustaining and enhancing the agile ways of working, environmental benefits and dynamic decision making to realise the full benefits will also be explored. This work will include:

Gedling Plan objective: Improve the customer experience of engaging with the council:

- Planned re-opening of council offices to the public.

Gedling Plan objective: Provide efficient and effective services:

- Reinstating Council, Cabinet and Committee meetings;
- Re-launch of marketing plans for council commercial services.

Gedling Plan objective: maintain a positive and supportive working environment and strong employee morale:

- Ensuring appropriate safe systems of work are in place to enable staff to return to the office, which includes effective social distancing within the office environment during the phased exit

- from lockdown and potentially for a much longer period;
- Supporting continued remote working during the phased exit from the lockdown arrangements. This will include the continued roll out of Microsoft Teams for video conferencing and more soft phones and exploration of equipping meeting rooms for video conferencing to enable attendance at virtual meetings;
 - Consultation with managers and the wider workforce to understand the impact of Covid-19 and to capture key data including the dependencies to resuming 'normal' services, lessons learned, opportunities for service transformation and support required;
 - Development of a business case for continued agile and flexible working when we are out of lockdown. This will include consideration of replacement of remaining desktop PCs with laptops and a large scale issue of softphones with a significant reduction of physical handsets;
 - Completion of the review of the Constitution to support agile and effective decision making.

Gedling Plan objective: Improve use of digital technologies:

- Putting in place improved electronic storage and management of data, which will be key to the success of continued remote working;
- Further development of digital interactions with customers, whilst also ensuring that effective communications are in place for those sectors of the community who may not have access to digital platforms.

Gedling Plan objective: Promote and protect the environment by minimising pollution and waste and becoming carbon neutral:

- Progressing climate change plans, by establishing a baseline for the Council's carbon emissions and developing projects to spend the allocated monies.

The Council – Finance

- 2.5.9 This work stream will focus on maintaining the Council's financial resilience and sustainability, ensuring it is able to meet its financial and service commitments in the short, medium and longer term. Resources will be effectively prioritised and closely aligned to the reviewed Gedling Plan and the reset action plans to support the achievement of objectives. The Council's financial management and

financial planning will be responsive and adaptable to emerging pressures and evolving reset plans.

Gedling Plan Objective: Provide Efficient and Effective Services:

- Continuous monitoring of financial impacts to identify emerging pressures and recommend strategies to ensure a balanced annual budget is maintained to avoid the requirement to implement a Section 114 notice under the regulations of the Local Government Finance Act;
- Reviewing the Medium Term Financial Plan and associated strategic risk issues, including reserve requirements and recommend actions to secure a sustainable position;
- Driving delivery of the agreed efficiency programme;
- Reviewing the current efficiency programme and, if appropriate, determine updated targets for allocation in accordance with priorities;
- Reviewing the Gedling Plan and reset action plans to identify full financial implications and support the process for prioritisation of resources;
- Continuous review of the cash flow position to ensure commitments can be met. This will include a review of both investment and borrowing requirements;
- Ensuring that that implementation of the Financial Management Code is aligned to the new 'reset' longer term vision of the Council;
- Ensuring effective revenue debt collection process are reintroduced at the appropriate time, balancing the impact on the customer with the need to maintain income collection;
- Ensure the Housing Benefit, Council Tax Reduction Scheme and discretionary hardship payments are effectively publicised to ensure they can be accessed by those most in need.

3 Alternative Options

- 3.1 An alternative option would be not to agree a formal strategy, however failure to do so will result in a lack of clear understanding of the Council's strategic objectives and ineffective plans being progressed.
- 3.2 The Council could agree a different strategy, however it is considered that the document proposed sets out an appropriate framework to not simply 'recover' back to 'normal', but to strive to build something better.
- 3.3 The Council could continue to deliver the Gedling Plan as approved in March 2020, however given the significant impact of the Covid-19

pandemic, this could result in the Council overlooking important emerging priorities.

4 Financial Implications

- 4.1 There are no financial implications directly arising from this report. Any financial implications which arise from individual work streams will be included in future reports.

5 Legal Implications

- 5.1 There are no legal implications arising out of this report.

6 Equalities Implications

- 6.1 Throughout the pandemic there have been emerging trends in equality impacts for minority and vulnerable groups. These trends have led to disproportionate and often disadvantageous outcomes for some groups of people. Some of the affected groups include:

- Ethnicity - Black, Asian and minority ethnic (BAME) communities have been disproportionately affected by Covid-19 and are particularly vulnerable to both the health and economic impacts of the pandemic. Information published by the Office for National Statistics and Institute of Fiscal Studies indicates that the impacts are not uniform across ethnic groups, with Covid-19 hospital deaths among the black Caribbean population three times higher than the white British group.

- Gender - women are more exposed to Covid-19 through greater presence in health and care occupations, while men have suffered from a higher death rate; women are at greater risk of domestic violence during lockdown. The institute of Fiscal Studies has also reported that mothers are more likely to have lost their jobs or been furloughed and are spending more time on household responsibilities than fathers.

- Age - older people are more vulnerable to Covid-19, particularly those with serious medical conditions, and have been more affected by the social effects of self-isolating during the response phase. Research carried out by the Office for National Statistics shows that nearly three-quarters (6.4 million) of people aged 70 and over in Great Britain are worried about the effect that Coronavirus is having on their life; with over two-fifths (2.9 million) of them saying their mental health has been affected and half (3.3 million) reporting that their access to essential items like groceries and medication had been affected.

- Disability - those who rely on care and those with serious medical conditions have been particularly affected. The Office for National Statistics has reported that nearly two thirds of disabled adults say Covid-19 related concerns are affecting their well-being; and disabled adults were significantly more likely to report spending too much time

alone.

- Children with Special Education Needs and Disabilities (SEND) have been particularly affected by schools closing and the difficulties for them receiving the support they need.

- LGBTQ – The LGBT Foundation has identified a number of impacts on the LGBT community. LGBT people are more likely to be socially isolated; some trans and non-binary people have had medical treatments and operations cancelled; LGBT people are also more likely to have poor mental health, issues with substance abuse and more likely to experience domestic abuse.

- Poverty - the economic impacts of Covid-19 will affect the poorest families hardest, and the clear link between poverty and health conditions mean the virus will also medically affect the poorest disproportionately.

- 6.2 Working with partners, work will be progressed to more fully understand the equality impacts arising from Covid-19 locally and how adverse impacts can be minimised. It is important that we understand where new inequalities have emerged or existing equalities worsened by the pandemic. Individual equality impact assessments will be carried out under each work stream where required.

7 Carbon Reduction/Environmental Sustainability Implications

- 7.1 The Covid-19 lockdown has involved a significant short term reduction in CO2 emissions due to reductions in travel and energy use. These gains will be evidenced and embedded in the Council's reset plans.

8 Appendices

- 8.1 Appendix 1 – List of decisions to reinstate services following Covid-19 outbreak.
Appendix 2 – Reset Strategy.

9 Background Papers

- 9.1 None.

10 Reasons for Recommendations

- 10.1 To ensure that the Council has clear strategic objectives and effective plans in place to drive recovery of the Council, businesses and communities.

- 10.2 To ensure that the Gedling Plan remains fit for purpose.

Statutory Officer approval

Approved by the Chief Financial Officer

Date: 9 June 2020

Approved by the Monitoring Officer

Date: 9 June 2020

Appendix 1

Decisions to Reinstate Services following Covid-19 outbreak as of 06/07/2020	
Date	Decision
04/05	Glass collection reinstated with effect from 11 May.
10/05 and 12/05	Rules for holding remote meetings agreed 10 May. Schedule of meetings recommencing with effect from June agreed 12 May.
12/05	Car parks associated with the Council's parks and open spaces re-opened to all members of the public with effect from 13 May.
14/05	Bulky waste service reinstated with effect from 20 May. Initially one day a week prioritising the suspended bookings but returning to full service in June.
14/05	Council operated public conveniences in Bestwood Country Park, Arnot Hill Park and Gedling Country Park reopened to the public from 16 May.
14/05	Gedling Country Park Café, Café 1881 reopened for the provision of takeaway food and drink from 16 May, or as soon as operationally possible after that date. The seating and dining area within the café will remain closed to the public in line with government regulation.
16/05	The provision of commercial tree services to domestic households recommenced from 1 June.
29/05	Parking charges and ticketing requirements reinstated at the Council's car parks from 15 June.
29/05	Arnold Market re-opened from 1 June
03/07	Re-open Richard Herrod Centre bar from 4 July
02/07	Re-open civic centre for pre-booked appointments from 6 July
03/07	Re-opened Bonnington Theatre for cinema screenings from 4 July
03/07	Re-opened outdoor play areas from 4 July

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Report to: Overview and Scrutiny Committee

Subject: Scrutiny Work Programme

Date: 20 July 2020

Author: Democratic Services Officer

Purpose To provide an update on the 2019/20 Overview and Scrutiny Committee work programme and identify potential items for inclusion in the 2020/21 programme.

Recommendation(s)

THAT:

- 1) Consider and note the information relating to the 2019/20 work programme.**
- 2) Discuss and consider issues for indepth examination in the 2020/21 Overview and Scrutiny Committee work programme.**

1 2019/20 Scrutiny Work Programme

- 1.1**
 - **Economic Development Working Group, The Opportunity to Intervene – for economic and social reasons.**
 - **Executive – Scrutiny Protocol**

The reports and recommendations from these two reviews was presented to Cabinet on the 19th March. A written response to the recommendations will be available at the September committee at which time members will have the opportunity to discuss the response to the recommendations.

Housing Allocations Consultation

The working group that had been examining the Housing Allocations policy will receive an update on the progress of the policy in due course. The policy is due for presentation to Cabinet on 6th August.

2 2020/2021 Scrutiny Work Programme

2.1 One of the main roles of the Overview and Scrutiny Committee is establishing and managing the Council's programme of scrutiny work.

This includes:

- agreeing a programme of work for the municipal year
- monitoring progress of the programme throughout the year
- developing reports and recommendations on issues of local concern
- evaluating the progress of any recommendations made.

Effective work programming is important for effective scrutiny. When setting the work programme the Committee should aim to have clear priorities for what it is hoping to achieve and how they want to do it.

The work programme which is a flexible plan outlines the programme for the coming municipal year and is usually developed at the first meeting after the annual Council. The programme is drawn together by the Chair and members of the Committee and can include issues put forward by Members, topics that arise during discussion with Portfolio Holders and senior officers, priorities in the Gedling Plan, concerns generated from the corporate complaints policy, or performance data, potential issues arising from corporate priorities or the Forward Plan and concerns raised by the Residents Satisfaction Survey. To assist members identify issues for review copies of the Forward Plan, the Gedling Plan and information regarding complaints data is attached at **Appendices 1-3**. Members may view the results of the Gedling Satisfaction Survey using the following link

<https://democracy.gedling.gov.uk/documents/s22717/Gedling%20Satisfaction%20Survey%202019.pdf>

The work programme is flexible and reviewed at each meeting and allows members the opportunity to amend or ask for items to be included. A framework for the work programme is attached at **Appendix 4**.

- 2.2 Regular items in the programme include scrutiny of Portfolio Holders with a focus on performance, consideration of the Corporate Risk Management Scorecard, examination of complaints data and examining the work of the local Community Safety Partnership. The committee has earlier agreed to continue with the programme of Portfolio Holder attendance at committee. When a Portfolio Holder attends it is a requirement of the committee that members take the opportunity to use data available to scrutinise issues of concern within the Portfolio. Issues relating to performance targets being met, complaints received or any emerging themes relating to the Portfolio that require attention should be considered.
- 2.3 The Committee is asked to discuss and identify issues they would like to include in the work programme for 2020/21. This is for inclusion in the programme both for Committee meetings and also for detailed examination by task and finish working groups. Members are asked to consider all the suggestions put forward at committee and decide how to address the identified topics. Items put forward could be included in the Committee agenda, be addressed by short, time limited reviews of two or three meetings, or be programmed for longer in depth examination. Members are reminded when identifying issues for examination consideration should be given to how the review will result in improvements for local people.
- 2.4 Prior to the Pandemic it was agreed by the committee that there should be working group established to examine issues relating to the recent problems some areas of the borough have experienced due to flooding. This was to include contacting relevant officers and partner organisations to find out what measures are being considered to mitigate future flooding risk, examining local and national plans and strategies that underpin flooding responses and assessing what assistance is available for residents affected by flooding. The Service Manager Health and Safety and Emergency Planning was due to attend the committee to give an overview of the issues and problems associated with flooding in the borough. Due to the current crisis this officer has had, and continues to have, a pivotal role and attendance at the committee will have to be delayed until the effects of the pandemic subside.
- 2.5 To assist members to select issues that will result in benefits for the residents of the Borough a topic selection template is appended to this

report at **Appendix 5**. Members may want to consider delaying selection until the September Committee to enable additional discussion to take place.

Proposal

- 2 The committee is asked to think about areas for inclusion in the work programme, items that they would like to examine as a committee and those issues they would like to consider in more depth by establishing a working group.

4 Financial Implications

- 4.1 There are no financial implications arising from this report.

5 Legal Implications

- 5.1 There are no legal implication arising from this report.

6 Equalities Implications

- 6.1 There are no equality implications arising from this report.

7 Carbon Reduction/Environmental Sustainability Implications

- 7.1 There are no carbon reduction/environmental sustainability implications arising from this report.

8 Appendices

Appendix 1. Forward Plan

Appendix 2. Gedling Plan 2020-2023

Appendix 3 Complaints information

Appendix 4 Committee work programme

Appendix 5 Topic Selection Template.

Gedling Borough Council

FORWARD PLAN

FOR THE FOUR MONTH PERIOD 1 JUNE 2020 TO 1 SEPTEMBER 2020

This Forward Plan sets out the details of the key and non-key decisions which the Executive Cabinet, individual Executive Members or Officers expect to take during the next four month period.

The current members of the Executive Cabinet are:

Councillor John Clarke – Leader of the Council

Councillor Michael Payne – Deputy Leader and Portfolio Holder for Resources and Reputation

Councillor Peter Barnes – Portfolio Holder for Environment

Councillor David Ellis – Portfolio Holder for Public Protection

Councillor Gary Gregory – Portfolio Holder for Community Development

Councillor Jenny Hollingsworth – Portfolio Holder for Growth and Regeneration

Councillor Viv McCrossen – Portfolio Holder for Young People and Equalities

Councillor Henry Wheeler – Portfolio Holder for Health and Wellbeing.

Anyone wishing to make representations about any of the matters listed below may do so by contacting the relevant officer listed against each key decision, within the time period indicated.

Description of the decision	Date decision is expected to be taken and who will take the decision?	Responsible Officer	Documents to be considered by the decision maker	Cabinet Portfolio	Open / Exempt (and reason if the decision is to be taken in private) Is this a Key Decision?
Covid 19 - The Council's Reset Strategy To outline the Council's future direction in light of the Coronavirus epidemic.	18 Jun 2020 Cabinet	Helen Barrington, Director of Organisational Development and Democratic Services	Officer Report	Leader of the Council	Open Yes
Covid 19 - Update on the Council's response To update Members on recent activates since the Coronavirus emergency.	18 Jun 2020 Cabinet	Lance Juby, Service Manager Community Relations	Officer Report	Leader of the Council	Open No
Carlton Square Regeneration Scheme Report to agree the Carlton Square Regeneration Scheme and the permissions required to progress this. Working in partnership this will include the works to the car park and the Square.	2 Jul 2020 Cabinet	Jeffery Kenyon, Economic Growth Manager	Officer Report	Portfolio Holder for Growth and Regeneration	Part exempt Yes
Budget Outturn and Budget Carry Forwards 2019-20 To report on the final budget outturn for the financial year.	2 Jul 2020 15 Jul 2020 Cabinet Council	Tina Adams, Principal Finance Business Partner	Officer Report	Leader of the Council	Open Yes
Gedling Plan Full Year Performance Report To report on Council performance for the year 2019/20	2 Jul 2020 Cabinet	Alan Green, Performance and Project Officer	Officer Report	Leader of the Council	Open Yes
Annual Treasury Activity Report 2019/20 To inform Members of the outturn in respect of the 2019/20 Prudential Code Indicators, and to advise Members of the	2 Jul 2020 15 Jul 2020 Cabinet	Sue Healey, Principal Accountant	Officer Report	Portfolio Holder for Resources and Reputation	Open No

Description of the decision	Date decision is expected to be taken and who will take the decision?	Responsible Officer	Documents to be considered by the decision maker	Cabinet Portfolio	Public / Exempt (and reason if the decision is to be taken in private) Is this a key decision?
outturn on treasury activity, both as required by the Treasury Management Strategy.	Council				
Greater Nottingham Strategic Plan Growth Options Consultation To seek approval to issue the Greater Nottingham Strategic Plan Growth Options document for a period of consultation.	2 Jul 2020 Cabinet	Jo Gray, Service Manager, Planning Policy	Officer Report	Portfolio Holder for Growth and Regeneration	Open Yes
Station Road and Burton Road Regeneration Sites Approval is being sought to progress with the next steps for the Station Road and Burton Road regeneration sites	6 Aug 2020 Cabinet	Joelle Davies, Service Manager Economic Growth and Regeneration	Officer Report	Portfolio Holder for Growth and Regeneration	Open Yes
Housing Allocation Policy Approval to agree the final changes to the Housing Allocation Policy, following public consultation.	6 Aug 2020 Cabinet	Joelle Davies, Service Manager Economic Growth and Regeneration	Officer Report	Portfolio Holder for Housing, Health and Wellbeing	Open Yes
Arnold Market Place regeneration scheme Final approval for the regeneration of the Arnold Market Place	6 Aug 2020 Cabinet	Joelle Davies, Service Manager Economic Growth and Regeneration	Officer Report	Portfolio Holder for Growth and Regeneration	Open Yes
Development of Calverton Business Units Agreement to pursue development of additional Calverton Business Units and required permissions	6 Aug 2020 Cabinet	Jeffery Kenyon, Economic Growth Manager	Officer Report	Portfolio Holder for Growth and Regeneration	Part exempt Yes

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Gedling Plan 2020-23 structure & golden thread

VISION

**Serving People,
Improving lives**



AMBITION

We aspire to be regarded as a great Council by the people and businesses we serve and the staff we employ, by making a positive difference to people's lives and creating opportunities for everyone to achieve their full potential.

PRIORITIES

COHESIVE, DIVERSE AND SAFE COMMUNITIES

To promote strong, resilient communities and reduce hardship and inequality

HIGH PERFORMING COUNCIL

To be a high performing, efficient and effective Council

VIBRANT ECONOMY

To promote and drive sustainable growth across the borough to meet current and future needs

SUSTAINABLE ENVIRONMENT

To promote a sustainable environment

HEALTHY LIFESTYLES

To promote the health and well-being of our residents

OBJECTIVES

- Promote and encourage pride, good citizenship and participation
- Reduce poverty and inequality and provide support to the most vulnerable
- Improve social mobility and life chances
- Reduce anti-social behaviour, crime and the fear of crime

- Improve the customer experience of engaging with the Council
- Provide efficient and effective services
- Maintain a positive and supportive working environment and strong employee morale
- Improve use of digital technologies

- Ensure a robust strategic development framework is in place
- Provide more homes
- Drive business growth, workforce development and job opportunities
- Create thriving and vibrant town and local centres

- Provide an attractive and sustainable local environment that local people can enjoy
- Improve transport infrastructure and connectivity
- Conserve, enhance, promote and celebrate our heritage
- Promote and protect the environment by minimising pollution and waste and becoming carbon neutral

- Improve health and wellbeing and reduce health inequalities
- Support physically active lifestyles
- Increase recreational activities
- Reduce levels of loneliness and isolation

DELIVERY

Business Continuity Plan

Risk Register

Gedling Plan

Service Plans

Individual Objectives

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Complaints brief for Scrutiny Committee

Introduction

Our customers are encouraged to give feedback, good and bad, in the form of complaints and compliments.

Complaints follow a three stage process under the Council's Complaints, Compliments and Comments Policy. The first stage will involve an investigation and response to the complaint raised by the relevant service area.

Where a complaint is not upheld at stage 1, the complainant may ask for it to be considered further and, under stage 2, the complaint will be reviewed by either a Service Manager or Director.

If the complainant is not happy with the response at stage 2 they are entitled to refer it to the Local Government and Social Care Ombudsman (LGSCO).

Complaints and compliments are monitored quarterly by SLT who consider;

- Volume of complaints
- Nature of the complaints
- Which complaints have been upheld
- What remedial action has been taken to avoid the same issue arising again

SLT can direct or commission further work as necessary.

Overview of 2019/20 initial results

As the LGSCO report is not due until after late July, only the data relating to complaints dealt with internally.

Key findings;

- Compared with the previous year 47% more complaints were received
- 96% of the complaints received were processed in time.
- 28% of all complaints received were upheld.
- 90% of the compliments received related to staff behaviour.

Below are the figures in respect of 2019/20 complaints and compliments;

Totals received

	2017/18	2018/19	2019/20
Complaints	279	256	379
Compliments	205	237	370

Responded to within time

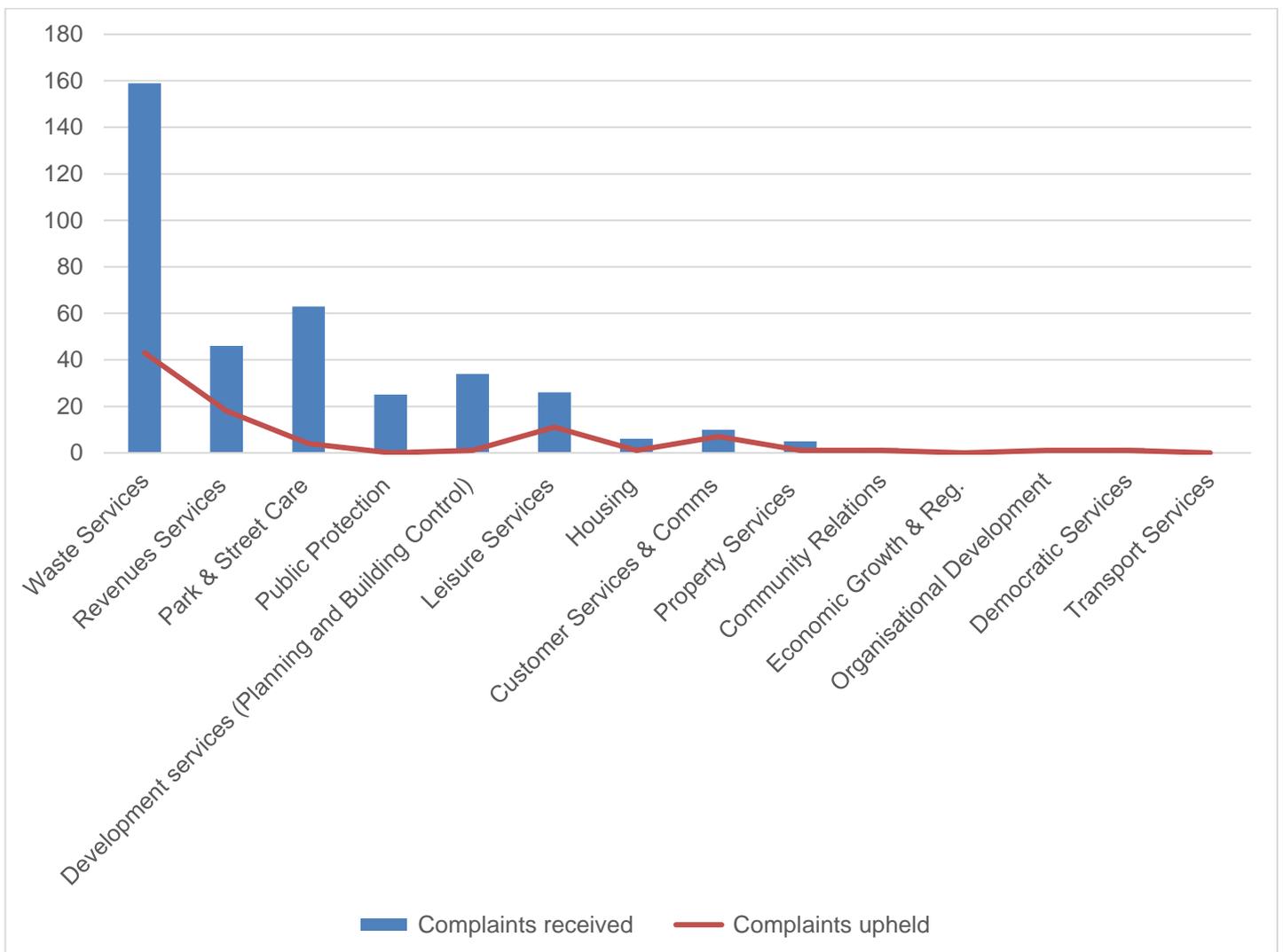
	2017/18	2018/19	2019/20
Complaints answered in time (10 full working days)	89%	88%	96%

Following a review, for 2019/20 response time was amended to within 10 full working days after the complaint is received. The previous years' indicator included the day the complaint was made, regardless of if whether it was made after working hours

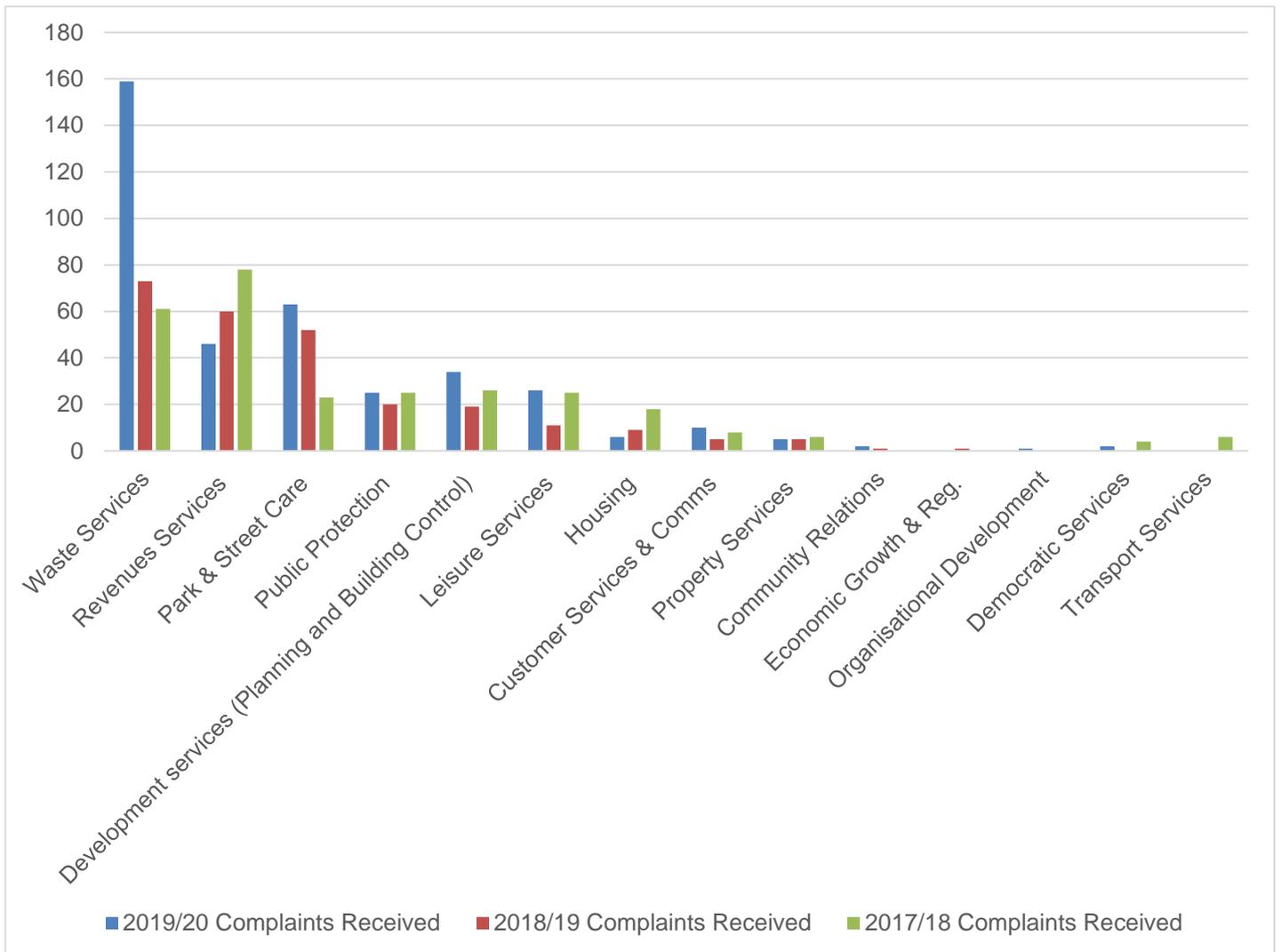
Upheld

	2017/18	2018/19	2019/20
% of all complaints upheld	40%	32%	28%

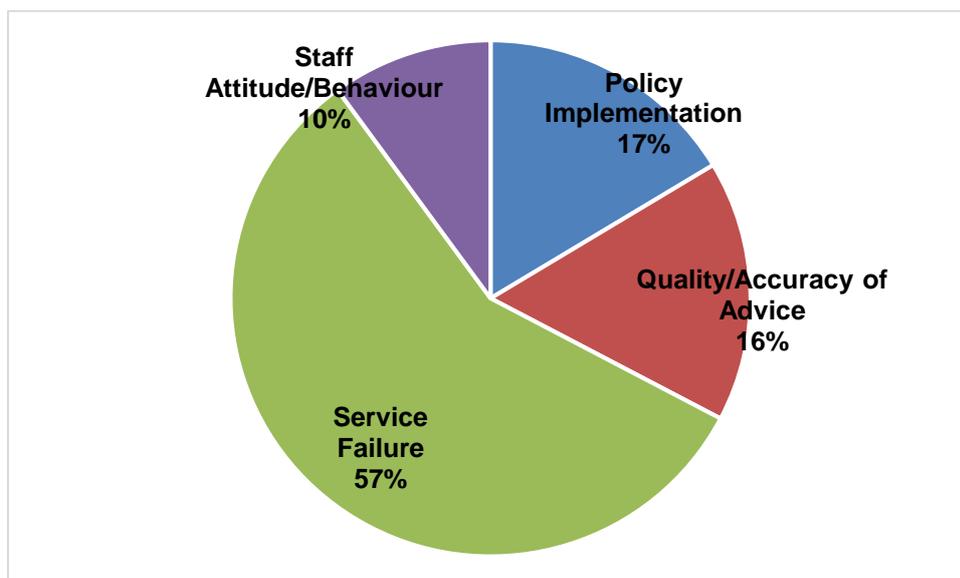
Upheld vs received



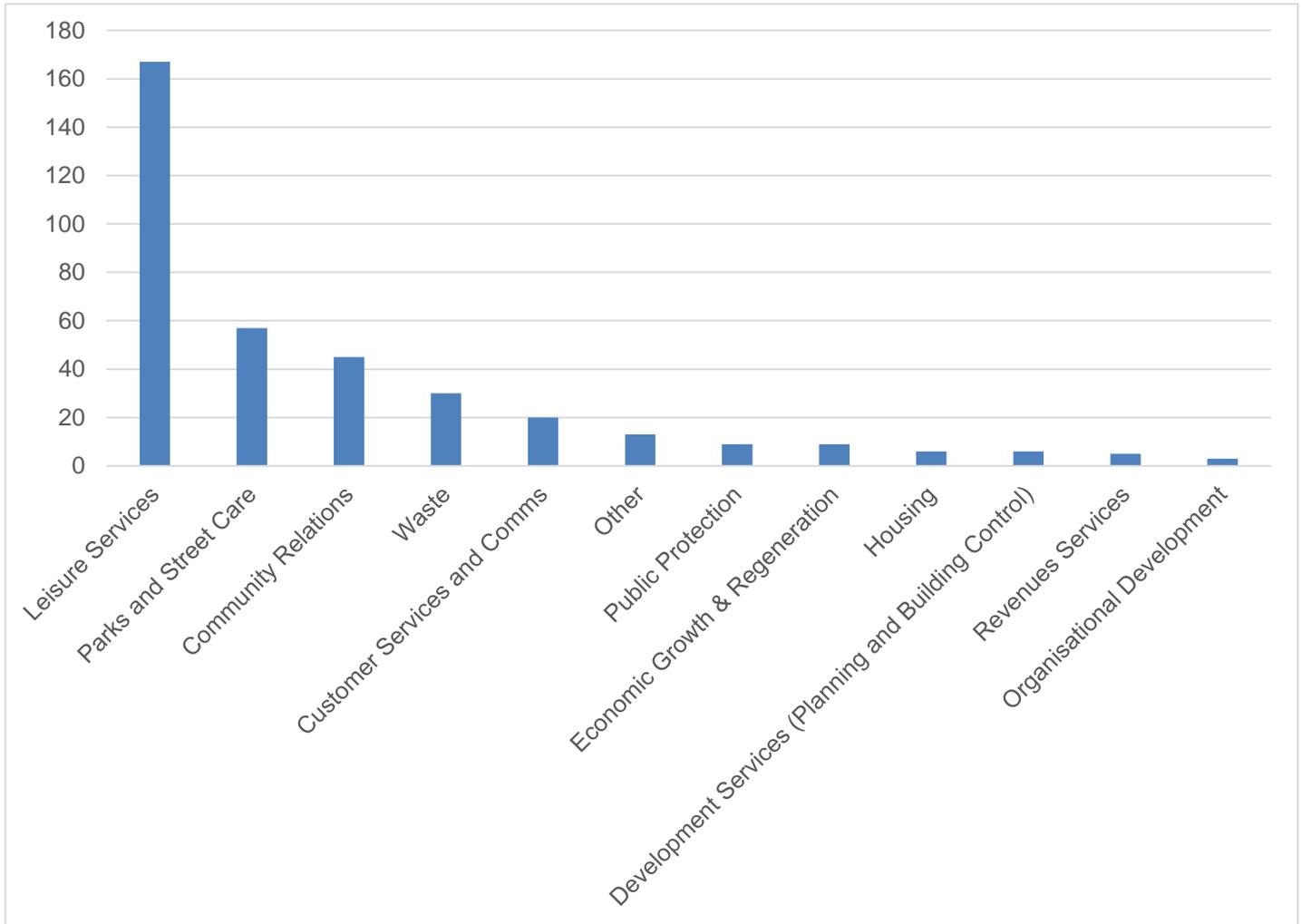
Comparison of complaints by year by service area



Nature of complaints



Breakdown of compliments by service area



Other Information

Waste complaints

SLT have requested a detailed analysis of waste complaints, which has commenced.

Complaints and compliments with specific reference to Covid-19

An analysis of complaints and compliments specifically referring to the councils response, or quality of services, during the Covid-19 pandemic has shown that there were 16 compliments and 18 complaints received between March and mid-June.

50% of the total number of compliments refer to waste services, 15% to customer services and the remainder refer to new initiatives within the response, such as; Leisure staff repairing footpaths, transforming the garden area at the City Hospital, the support provided for small businesses and food parcel delivery.

67% of all complaints relate to waste services, 22% to Park and Street care and 11% to Public Protection.

Appendix 4

Overview and Scrutiny Committee work programme 2020/21					
	Programme of Portfolio Holding to account	Performance review	Reports/items at committee	Current reviews	Responses to scrutiny reviews
6th July		<i>Quarter 4 Performance Risk Register</i>	<i>Covid 19 Response</i>	<i>Identify new reviews</i>	
7th September	Cllr Clarke and Payne	Quarter 1 Performance Risk Register	Annual Report Update Housing Allocations		Executive Scrutiny Protocol Econ Development
9th November	Councillor Ellis		C&D Scrutiny		
18th January		Quarter 2 Performance Risk Register	Complaints		
8th March					
22th April		Quarter 3 Performance Risk Register			
Carried forward from 2019/20			Flooding		

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Scrutiny Review Topic Selection

Raised by	
Date	

Selection Criteria	
Review should result in improvements for local people	
Falls within a Gedling Plan priority	
Key issue for the public	
Is examining a poorly performing service	
High level of dissatisfaction with the service.	

Rejection Criteria	
Topic already being addressed	
Falls within complaints procedure	
Unlikely to result in improvements for local people	
Matter prejudicial to the Council's interests	
Outside the remit of the authority.	

Rationale for Selection	
Why should the review be undertaken?	
How would the topic link to the Council's key aims and priorities?	
What benefits could result from the review?	

Potential Impact	
Major benefits for the whole community	
Minor benefits for the whole community	
Major benefits for one client group	
Minor benefits for one client group	
No benefits likely to result	

Conclusion		
Select	Reject	Reserve List

Referred to	
Working Group	O&S

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Reports and Notices received by the Chair of Overview and Scrutiny Committee as required under the Constitution or Law.

1. Items referred to the Chair of Overview and Scrutiny Committee under Contract Standing orders and Standing orders for dealing with Land

Notifications received where it has not been possible to obtain 3 quotations for a contract estimated to be between £10,000 and £50,000.

- Disaster Recovery Contract – 14th April 2020

The contract relates to the disaster recovery arrangements in respect of Information and communications technology (ICT).

In the event of a disaster rendering the Council's servers unusable the Council requires services from a third party to assist in the recovery of systems and files.

A contract with Centerprise has been held previously and has previously been jointly procured with Rushcliffe Borough Council (RBC), Mansfield District Council (MDC), Broxtowe Borough Council (BBC) and Newark and Sherwood District Council (NSDC). That contract expired on 1st February 2020. RBC led on procurement for a new disaster recovery contract on behalf of Gedling Borough Council, and four companies supplying disaster recovery services in respect of IT were contacted. Three of the four companies advised that they could provide the services detailed in the specification for disaster recovery: Due to commercial reasons one withdrew and of the two remaining quotations Centerprise quoted the lowest price.

It was agreed to enter a five year contract with the existing provider.

- Leisure Management System- 17th April 2020

In April 2014 it was agreed to waive Contract Standing Orders to enable the Council to enter into a contract with Omnico Group UK Limited ("Omnic") to upgrade the existing leisure management system with a newer version from the same supplier. This decision was agreed based on the removal of Microsoft XP support to the older version of the system and the cost involved with procuring a new system. In May 2018 the Director for Health and Community Wellbeing decided to enter into a further contract with Omnico for a term up to 2 years whilst joint working arrangements with another local authority were being reviewed as, if those arrangements were finalised, a joint tender for a new leisure management system when both authorities' contracts expired would have been preferable. This was reported to the Chairman of the Overview and Scrutiny Committee in May 2018. The Council's current contract is due to expire on 30 April 2020. The Council is currently undergoing a significant piece of work reviewing leisure provision and development of an investment strategy and therefore it is not the right time to consider going out to tender for a new leisure management system when the current contract due to resources involved. The Council does not have current capacity to carry out a tender exercise for a new system nor its implementation which would likely take in excess of 6 months. Neither does it have the budget to procure a new system. It was agreed to enter into a 1 year contract with Omnico for the provision of the ClarityLive

Leisure Management System with an option for the Council to extend the contract for a further period of 6 months. By this point the future of leisure provision and operation may be known ensuring the right leisure management system is purchased to support the delivery of the service in the medium to long term.

- Redevelopment of Arnold Market- 24th April 2020

Following the Council's acquisition of the Arnold Market site in July 2018, Cabinet approval was obtained in April 2018 to secure the temporary improvement of the market whilst a wider regeneration scheme was being considered. Works to remove the old stalls and installation of the new temporary market stalls was completed in advance of spring 2019.

A final development scheme was required to progress the project forward and submit a detailed planning application. However, the project had already experienced some challenges during the Covid-19 pandemic which would have impacted on the delivery programme. The project was at high risk of further delays, increased costs and uncertainty whilst working under the Government's restrictions. After review the most economically viable and commercially advantageous method of progressing the scheme within the lockdown period was to re-commission the services of the original Architect: Maber Associates Ltd. Through the earlier feasibility works, Maber Architects had already developed a sound working knowledge of the development site, its constraints and were familiar of the council's aims and objectives. Site visits and initial briefing meetings have already been carried out. The background work already completed in the earlier stages would also negate the need for non-essential travel, repetition of (virtual) face to face project briefings and site visits which in turn, further minimises any risks to staff and the public. Furthermore, officers have been impressed with their work done to date and have no concerns about the quality, pace and value for money already received. It was agreed to appoint Maber Architects Associates Ltd to prepare and coordinate a final building design, specification and supporting documents for the Arnold Market Place.

- Update of pumps at Carlton Forum Leisure Centre – 21st April 2020

The Council needs to update the circulation pumps for both the main pool and the teaching pool. This will require closure of the pools at the Leisure Centre for a least 4 day which will result in a loss of income for the Council. The existing pumps are not suitable for operating a commercial pool and should be replaced for newer upgraded pumps with IE3 motors and to include Inverter drives to operate during the night time period to offer energy savings. Currently the centre is closed to the public as a result of restrictions imposed by the Government in response to the Coronavirus COVID-19 pandemic. Whilst the centre is closed to the public, it is an ideal time to undertake the necessary upgrade works to the circulation pumps.

The Council has approached Sterling Hydrotech Ltd to provide a quotation for the necessary upgrade. Sterling Hydrotech are specialists in swimming pool design, supply, installation of filtration of and water treatment equipment. Due to Sterling Hydrotech expertise in the field only one quote was obtained for the upgrade of the main and small pool circulation pumps. They also currently

oversee the maintenance at Arnold, Calverton and Carlton Forum Leisure Centre's and understand the workings of the plant rooms.

As the works need to be undertaken promptly whilst the centre is closed to the public and Sterling Hydrotech are specialists in this field with existing understanding of the relevant plant room, it is not proposed that the Council undertakes a procurement process inviting written quotations from other suppliers. This is to prevent any further closure of the pool to members of the public when the Government lifts its current restrictions and to prevent any further loss of income to the Council.

- Contract for the upgrade of circulation pumps for the Main and Teaching pools and Filter Refurbishment at Arnold Leisure Centre. – 29th April 2020

Arnold Leisure Centre is closed to the public as a result of restrictions imposed by the Government in response to the Coronavirus COVID-19 pandemic. Whilst the centre is closed to the public, it is an ideal time to undertake the necessary upgrade works to the circulation pumps and filter refurbishment to prevent closure at a later date which will be an inconvenience to customers and avoid any further loss of income to the Council.

The Council has approached Sterling Hydrotech Ltd to provide a quotation for the necessary upgrade. Sterling Hydrotech are specialists in swimming pool design, supply, installation of filtration of and water treatment equipment. They are considered market leaders in the field. The Council contracted with Sterling Hydrotech previously for works on its swimming pools.

Sterling Hydrotech have confirmed that they have the staff available to undertake the works within the Council's timescales and because of their expertise and detailed operational knowledge of the site they are considered to be best placed to undertake the works within the very tight timescale to ensure minimal disruption to customers and prevent any further loss of income when we are able to reopen the centre. As the works need to be undertaken promptly whilst the centre is closed to the public and Sterling Hydrotech are specialists in this field with existing understanding of the relevant plant room, it is not proposed that the Council undertakes a procurement process inviting written quotations from other suppliers. This is to prevent any further closure of the pool to members of the public when the Government lifts its current restrictions and to prevent any further loss of income to the Council.

- Lease of the Lower Car Park, Burntstump Country Park – 6th May 2020

To seek approval to lease part of the Lower Car Park at Burntstump Country Park, Arnold to the Police and Crime Commissioner ("P&CC"), subject to the right for members of the public to be able to use the Land between 6pm and 6am on weekdays, at weekends and Bank Holidays and subject to the Land being removed from the current Off Street Parking Places Order. In addition to seek approval to remove the Land, which comprises of 57 car parking spaces, from the current Off Street Parking Places Order ("the Parking Order") and amend the Parking Order to restrict maximum stay on the Remaining Land to 2 hours.

- **Contract for Counsel to represent Gedling Borough Council ('the Council') in the County Court at trial- 19th May 2020**

Contract for the provision of legal services to defend the Council in the disability discrimination claim and to represent the Council in those proceedings. This contract relates to a longstanding matter which is likely to proceed to trial. The Council is defending a claim made under the Equality Act 2010 on the basis that the Council failed to make reasonable adjustments when refurbishing the gym in April 2018. Due to the complex nature of the claim and need initial advice and has continued to advise and represented the Council at the Case/costs management conference on 2 December 2019 before the Nottingham County Court. The fees by this time were approaching £10,000, which would usually require quotations to be obtained. The Council now needs to fully prepare this case for trial whilst still complying with our duty to try and resolve matters without litigation through the use of mediation. It is estimated that the barrister's costs will be between £10,000 and £50,000 to conclude this matter through to trial. The barrister has a detailed knowledge of both the background and the legal issues involved in the Claim and has also been involved in trying the Alternative Dispute Resolution we are bound to consider including mediation. Any other barrister would need to familiarise themselves with the history of this case and the legal issues involved, to progress the matter now, for which a charge would be made; it is likely that therefore if a different barrister were now used their overall charges would be higher than those quoted.

Please note that the above list may not be exhaustive; items may be referred at short notice to the Chair of Overview and Scrutiny Committee.

5. Recommendation

To note the contents of the report.